

NOVEMBER 1924

# Sales Management

*For the President*

How Much Can We Sell Next Year?

Page 1703



*For the General Manager*

How Phillips-Jones Got Around the  
Hand-to-Mouth Epidemic

Page 1705



*For the Sales Manager*

Planning a Year's Sales Program and  
Sticking to It

Page 1709



*For the Advertising Manager*

Just Where Should an Advertising  
Agency's Service Stop?

Page 1715



*For the Advertising Agent*

Why We Began Advertising After a  
Century of Selling

Page 1711



BLAST FURNACES, PITTSBURG, PA.

TWENTY-FIVE CENTS THE COPY



## What have you done to keep business?

THE orders your men send in are only a part of the orders you get. Many come straight from your customers—between-visits business—steady stuff that you learn to count upon.

What do you do to *keep* the business your salesmen get? You could make *secure* that direct-order business. You could *increase* it—build business for your men and for your firm.

How? By giving your customers a catalog so easy to keep in order—so simple and quick to operate so invariably accurate and up-to-

date—that they will use it in preference to those of other houses.

Heinn Loose-Leaf Catalog Binders are so good-looking that your customers like to have them on their desks. So useful that they soon become Business Bibles—*constantly referred to.*

Heinn Binders last long and work quickly. And they are available in styles, sizes and capacities to suit.

Mail us your specifications and we'll gladly send you prices and complete information.

### THE HEINN COMPANY

*Originators of the Loose-Leaf System of Cataloging*

349 Florida Street

Milwaukee, Wis.

# HEINN BINDERS

*~ day-by-day catalogs  
that last year-after-year*



# MORE Radio Advertising

*Than Any Other Two Chicago  
Newspapers Combined*

**I**N March, the peak month of the Chicago Radio selling and advertising season of the winter 1923 and 1924, the Herald and Examiner printed more national display Radio lineage than any other two Chicago newspapers combined.

National advertisers of Radio equipment and accessories will recognize the importance of these two facts:

1. That the Radio Section of the Chicago Herald and Examiner acknowledges the importance of Radio and gives it an essential place in every home.
2. That the Herald and Examiner reaches Over a Million prospective buyers of Radio equipment every Sunday.



*Circulation Is Power!!!  
"BUY IT BY THE MILLION!"*

CHICAGO  
**HERALD & EXAMINER**

*NEW YORK: 1819 Broadway*

*SAN FRANCISCO: Monadnock Bldg.*

## We Have a Real Message

For those Sales Managers who realize that advertising is an integral part of the successful Sales plan—

For those Sales Managers who are vitally interested in the distribution of the advertising appropriation—

And who like to get data at first hand for more intelligent consultation with the Advertising Department.

If you will write us we'll tell you why we can help you—or just as quickly we'll tell you if we can't.



### BUILDING SUPPLY NEWS

Read weekly by 5,000 dealers whose influence controls the sale of ninety per cent of all building supplies—and who use motor trucks and other material-handling equipment.

### BRICK and CLAY RECORD

Clay products manufacturing plants buy labor-saving machinery and equipment of every conceivable kind. A prosperous industry spending millions annually.

### CERAMIC INDUSTRY

The only paper covering the manufacture of glass, pottery, enamels and allied products, with national distribution. A virgin field rapidly expanding.

Send for a recent issue of any of these publications and let us help you to investigate these markets

**INDUSTRIAL PUBLICATIONS, Inc.**  
409 S. Dearborn St. CHICAGO

## This Issue at a Glance

*For the convenience of subscribers whose time is limited, we will print here each month a short digest of the principal articles in each issue, so that you may determine those articles which are of sufficient interest to warrant careful reading.*

### ADVERTISING

"Advertising, to be successful, must be part and parcel of the business structure and not squirted on through a pastry tube," says Cheltenham Bold. "There can be no hard and fast rule established as to where an advertising agency's service should stop. The only terminal to be considered is 'when it ceases to be profitable to the advertiser.'" Page 1715.

What is there about cold drawn steel shafting that can be advertised? The Fitzsimmons Company of Youngstown, Ohio, decided to advertise their product and continuous use of small space in business papers created a definite personality for their organization. They stressed dependability, sincerity, pride in giving service and deference to the other fellow's views in their copy. They advertised a product that could "not be advertised." Page 1764.

### CLUB ACTIVITIES

It is easy for a sales manager to organize his selling force, and just as easy for sales managers to organize themselves into a sales managers' association. To guide those who are interested in doing this, and in reply to many requests, there is a reprint of the article "How to Organize a Sales Managers' Association," which appeared in the June, 1920, issue. Page 1722.

### DEALER STIMULATION

C. U. Williams & Son were convinced that their dealers were figuring that the other fellow's pasture was greener, so they put on a campaign in their home town to show that opportunities were being passed up. They planned a thirty day campaign, made 1,076 canvasses and out of that number sold 100 customers. With the results obtained they have planned similar campaigns for all of their dealers. Home town data serves as a basis for their plans. Page 1713.

### DIRECT MAIL

In an article entitled "Slide Rule vs. Human Interest in Direct Mail," D. H. Colcord points out the importance of getting under the buyer's skin by using the language of the street in addressing him. He cites the experience of a direct mail specialist in preparing his copy. "I don't talk about an automobile tire chain preventing a car from skidding, but I show the chain preventing the buyer from skidding in his automobile," he says. "What keeps us from being gods is that which is human; what distinguishes us from the world about us is the human element." The danger of sticking only to cold facts and ignoring the human touch is pointed out. Page 1783.

The Larvex Company of New York sent out a small broadside printed in one color and it fell flat. Then a three color mailing piece was prepared measuring 32x21 inches, and sent out. It went to 24,000 retail druggists and between six and seven thousand orders resulted. The extra business coming in over the period that this broadside was used amounted to approximately \$42,000. Page 1779.

### HANDLING SALESMEN

The field of selling has changed over night from a hungry demand for commodities to one of the other extreme—"hand-to-mouth" buying—according to Joseph Ewing, general sales manager of the Phillips-Jones Corporation, New York City. "We got around this epidemic by digging out the facts and not depending upon the guesswork of salesmen as evidenced by their reports," he says, "and the sales problem has lost half of its terrors." The manner in which they have developed a system of field control of salesmen to eliminate this trouble is told by Mr. Ewing. Page 1705.

### MARKETS

"The Pittsburgh that appears on paper is not the actual Pittsburgh by 1,200,000 people," according to the writer of an article on "What Kind of a Market is Pittsburgh?" Unless the sales manager makes a careful study of Pittsburgh, the selling message is likely to be misdirected. The purchasing power of Pittsburgh's population is estimated at one billion dollars monthly, and its people have the imagination and sporting instinct to take a chance on the quality product. The \$4 a day paid to the common laborer in steel mills does not represent a fraction of the purchasing power of the district, and is not the dollar to concentrate on. Page 1795.

### SALES BULLETINS

A lot of good money is tossed into the wastebasket every day in the shape of salesman's bulletins that are filled with platitudes. For want of a better name, the men call them "Applesauce." It's an easy matter to change bulletins from "Applesauce" to a meaty meal if the news element is taken into consideration. Page 1729.

### SALES CAMPAIGNS

Do you remember the girl in the red bathing suit with the Annette Kellerman figure pasted on windshields and rear windows of automobiles? She was the "Jantzen" girl. It was a flash of red that helped bring about national distribution and expand a small local business into a mammoth industry in just a few years. The story starts on Page 1737.

### SALES FIGURES

When it is possible to save \$1,000 a month, several days of time and get a greater divergence of information from machine made analyses of sales figures, the system employed becomes of interest to sales managers who need vital figures. Bauer & Black of Chicago were able to do this, and a member of their organization tells how. Page 1733.

When it comes to arriving at a quota of goods to be sold, upon what premise shall the decision be based? Some executives worship the great god "figures," while others revert to the rule of thumb method of the Dark Ages. The United States Government has established a service for sales executives that takes the guess work out of quota setting. Mr. Philip Salisbury tells how the Department of Commerce figures may be utilized to advantage. Page 1769.

# WASHINGTON, OREGON and IDAHO

## 1/3 are producing this year, more than of all the NATION'S APPLES!

*- market conditions much better than last year*



ACCORDING to the latest government forecast, Washington, Oregon and Idaho will yield this year 24,855,000 bushels of commercial apples or more than 1-3rd of the total production of the United States.

With higher prices and lower production cost, returns from the orchards of these three states will equal if not exceed those of any previous year.

Apple eaters all over the world buy the famous Pacific Northwest apples, paying more than \$50,000,000 annually for them. Add another \$50,000,000 for the huge crops of pears, grapes, plums, cherries, peaches, loganberries and other berries and you have the approximate annual value of the delicious fruits now produced in these three states—\$100,000,000.

The Spokane Country alone—Heart of the Pacific Northwest—produces annually 1-7th to 1-5th of the Nation's boxed apples, 1-11th of its wheat; 37,000,000 pounds of wool; 40% of the Nation's lead and ships over \$50,000,000 worth of lumber—over \$400,000,000 new wealth annually.

Live stock receipts and shipments at the Spokane Union Stock Yards, first 8 months 1924 beat 1923 by nearly 100%. Spokane postal receipts showed substantial gains first 8 months this year over last; Savings bank deposits increased 10% while Building Permits gained 25%.

That advertisers used over 700,000 lines more space in THE SPOKESMAN-REVIEW and SPOKANE CHRONICLE first 8 months of 1924 than for same period of 1923 is of further significance and evidence that Go-Getters are intensifying efforts in this rich, responsive market.

Spokane and its rich surrounding field make up one cohesive market of 564,000 consumers. Most of the 89,300 circulation of THE SPOKESMAN-REVIEW and SPOKANE CHRONICLE is confined to the 97,487 homes located in the 522 cities and towns of the field. Therefore, you will readily appreciate why so many Go-Getters are intensifying sales efforts here and how completely they cover the rich urban market thru this combination.

Send for Book of Facts about The Spokane Country Market and the Five Major Markets of the Pacific Northwest.

REVIEW-CHRONICLE NATIONAL ADVERTISING BUREAU

## THE SPOKESMAN-REVIEW      Spokane Daily Chronicle

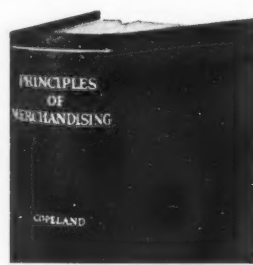
MORNING - SUNDAY - TWICE - A-WEEK      EVENING - WEEKLY

COVER SPOKANE AND SPOKANE COUNTRY LIKE THE SUNSHINE

**REPRESENTATIVES**  
WM. J. MORTON CO  
NEW YORK - CHICAGO  
M. G. MOGENSEN & CO., INC.  
SAN FRANCISCO - LOS ANGELES  
SEATTLE

**DOMINANT FARM MAGAZINES**  
THE WASHINGTON FARMER  
THE IDAHO FARMER  
THE OREGON FARMER





## Announcing "Principles of Merchandising"

By MELVIN T. COPELAND, Ph.D.

Professor of Marketing, Director of Bureau of Business Research, Graduate School of Business Administration, Harvard University

HERE is a clear-cut, comprehensive, intimate analysis of merchandising principles that have built greater sales at less expense. Starting with a discussion of the objectives of merchandising it gives the results of aggressive, economical sales efforts in numerous instances. It goes behind these effects and makes clear the principles which have stimulated consumers to buy more merchandise. It differentiates between types of commodities and shows just what motives really prompt consumers to buy convenience goods, shopping goods, specialty goods and industrial goods. It tells just how business firms have appealed to emotional as well as rational buying motives. It takes up the proven methods of selecting, training, paying and managing the sales force. It discusses the development of plans for advertising. It explains exactly how to secure a profitable rate of stock-turn. It describes how a price policy may be utilized as a positive sales factor. In short, it makes clear the procedure in handling practically all the significant merchandising problems.

### Replete with Valuable Figures, Data, and Charts

MOREOVER, this book is written by one of the foremost marketing authorities and presents significant figures from a close study of the actual results which literally hundreds of concerns of varying sizes have secured. In all, there are 384 pages, 29 tables and 17 charts.

----- No money now—mail coupon -----

A. W. SHAW COMPANY,  
Cass, Huron and Erie Streets, Chicago

Please mail me for five days' examination a copy of M. T. Copeland's "Principles of Merchandising." If entirely satisfied, I'll send you \$4, payment in full. Otherwise I'll return the book. S. M. 11-24

Name.....  
(Please print plainly)

Street and No.....  
(Please print plainly)

City and State.....

Firm.....

SIGNATURE.....

(Canada \$4.40 duty prepaid, same terms; U. S. Territories and Colonies \$4, cash with order; all other countries \$4.40, cash with order.)

## This Issue at a Glance—Continued

### SALES METHODS

The sales engine for the manufacture of LePage's Glue had apparently stopped on dead center back in May, 1923. During the past eighteen months the business has increased 200 per cent and the end is not yet. The sales and advertising engine of the Russia Cement Company is hitting on all six, and they have not only pulled their own business out of a rut but benefited the industry in general. Page 1744.

It's a tragedy in business when a selling force gets into a rut and travels in a circle. The Peoria Life Insurance Company avoids this danger by planning a year's sales program in advance and sticking to it. Emmet C. May, president of this company, tells how they assign definite tasks for every man and put on a special campaign each month. Page 1709.

An item-by-item sales forecast based on the number of wired homes in the territory governs the sales and manufacturing activity of a manufacturer of electrical appliances. The sales campaigns, advertising schedules, appropriations, financial budgets and production program are based on the forecast of sales which is made a year in advance. "This method of establishing a quota for all departments of the business has resulted in a healthy growth of the business year after year," according to George A. Hughes, president of the Edison Electric Appliance Company. Page 1703.

### SALES METHODS

When the big boss butts in to show the local salesman how a sale should be made or encourages the buyer to come to headquarters for information, he usually advertises the local salesman as little more than an errand boy. It isn't long before the buyers refuse to take them seriously. A dividing line in this "butt-in" policy is discussed in the fourth article on industrial selling, "When the Buyer Comes to Papa." Page 1725.

### SELECTING SALESMEN

"The sales manager who has no more spine than a plate of raspberry jello, is the only one who is going to suffer when it comes to handling star salesmen," is the statement of a sales manager who has picked them. "But the star is only a part of the constellation," and this sales manager-astronomer points out why the idea of the "star gazing sales manager," who told his troubles last month, is all wrong. Page 1719.

Just because a man has a firm chin and a commanding physical appearance is no indication of his ability as a salesman. He may fall way below normal in a scientific analysis of his ability to handle a particular job. The fellow with the slight physique and receding chin may be the best man for the place. H. L. Kenagy, in his concluding article on scientific methods of selecting salesmen, discusses this phase of the subject. Page 1751.

## Index to Advertisers

Only advertisers using space of one column or more are listed

	PAGE		PAGE
Acme Card System Co.....	1813	Macfadden Publications .....	1787
Better Homes and Gardens.....	1745	Meredith Publications .....	1745
Buckley Dement .....	1753	Mid-West Box Co.....	1749
Buffalo Courier .....	1750	Milwaukee Journal .....	1727
Building Age .....	1791	David J. Molloy Co.....	1771
Alvah Bushnell .....	1766	Conde Nast Publications.....	1697
Campbell-Ewald Co. ....	1755	National Map Co.....	Cover
Capper Publications .....	1735	Needlecraft Magazine .....	1700
Caxton Co. ....	1743	New York News.....	1724
Chemical & Metallurgical Engineering.....	1698	Palm, Fechteler & Co.....	1802
Chicago Evening American.....	1756-1757	Pathscope Co. ....	1739
Chicago Herald and Examiner.....	1693	Penton Publications .....	1752
Chicago Paper Co.....	1785	Pittsburgh Gazette-Times .....	1794
Chicago Tribune .....	Cover	Quality Group .....	1767
Christian Science Monitor.....	1765	The Rotarian .....	1742
Cincinnati Times Star.....	1736	St. Louis Globe-Democrat.....	1768
Samson Clark .....	1793	Saunders Drive It Yourself Co.....	1762
Columbus Dispatch .....	1801	Edw. H. Schulze.....	1760
Cosmopolitan .....	1701	Shaffer Publications .....	1747
W. Lee Cotter Warehouses.....	1754	A. W. Shaw Co.....	1696
Drake Hotel .....	1818	L. C. Smith Typewriter Co.....	1803
Elks Magazine .....	1781	Southern Ruralist .....	1763
Exporters Encyclopedia .....	1799	Spencer Lens Co.....	1776-1777
William Feather .....	1748	Spokesman-Review .....	1695
Good Housekeeping .....	1761	Sweets Engineering Catalog.....	1798
Stanley Grady .....	1774	Terre Haute Star.....	1747
Greenduck Manufacturing Co.....	1800	Textile World .....	1797
Heinn Co. ....	Cover	Thomas Publishing Co.....	1775
Henri, Hurst & McDonald.....	1732	J. Walter Thompson Co.....	1723
Indianapolis News .....	1731	True Story Magazine.....	1787
Industrial Publications .....	1694	U. S. Printing & Lithograph Co.....	1772
Insurance Company of North America.....	1788	Visible Records Equipment Co.....	1786
Iron Trade .....	1752	Artemas Ward, Inc.....	1728
J. B. Lippincott Co.....	1790	S. D. Warren Paper Co.....	1782
Lyddon & Hanford.....	1778	Western Warehousing Co.....	1746
McGraw Hill Co. ....	1698	H. L. Winer Special Agency.....	1804
H. K. McCann Co. ....	1702	Rusling Wood .....	1788
McJunkin Advertising Co.....	1758	Woman's World .....	1740

# 330,000 BELL-WETHERS

## leading the rest of the hundred million

**W**HY does a Vogue woman pay \$5 a year for 1,660 pages of information about what she is going to buy for her personal adornment?

Because her social position demands that she present a smart appearance. She is a leader. Her leadership must be apparent to the most casual glance.

She consults these 1,660 pages for clothes alone. For the same reason she consults the pages on toilet goods, interior decoration, motors and other luxuries used by people of means.

A House & Garden reader's home shows leadership from the gates of its driveway to the silver on its dinner table.

A Vanity Fair reader's home has the new motors, the new music, the new dances; the family entertain a great deal, belong to the country club, and are up to the moment in every least detail of their own personal appointments.

Leaders—all of them. Bell-wethers. The rest of the flock follow them.

Nobody knows better the value of this bell-wether trade than the local merchants.

### Standing Offer

**Is there some city or town where you personally know the leading families?**

**Our representative will show you the stencil galleries of our subscription list in that community.**

**You can check our claims from your own personal knowledge.**

**This is a standing offer open at any time to any interested advertiser or advertising agent.**

The grocer, the druggist, the hardware man, all cater to their wishes. Department stores have them on charge customer lists. Sales persons invariably note their slightest request.

What they demand, the store promptly stocks. Other cus-

tomers accept without question or deliberately follow the bell-wethers' lead.

Get the leaders moving right and the rest of the flock move right along after them.

And it's so easy to do it.

The Condé Nast Group—Vogue, Vanity Fair, House & Garden—gives you a compact bell-wether circulation of 330,000 leaders—more than three-fourths of all the Americans with incomes ranging from \$6,000 a year up to millions.

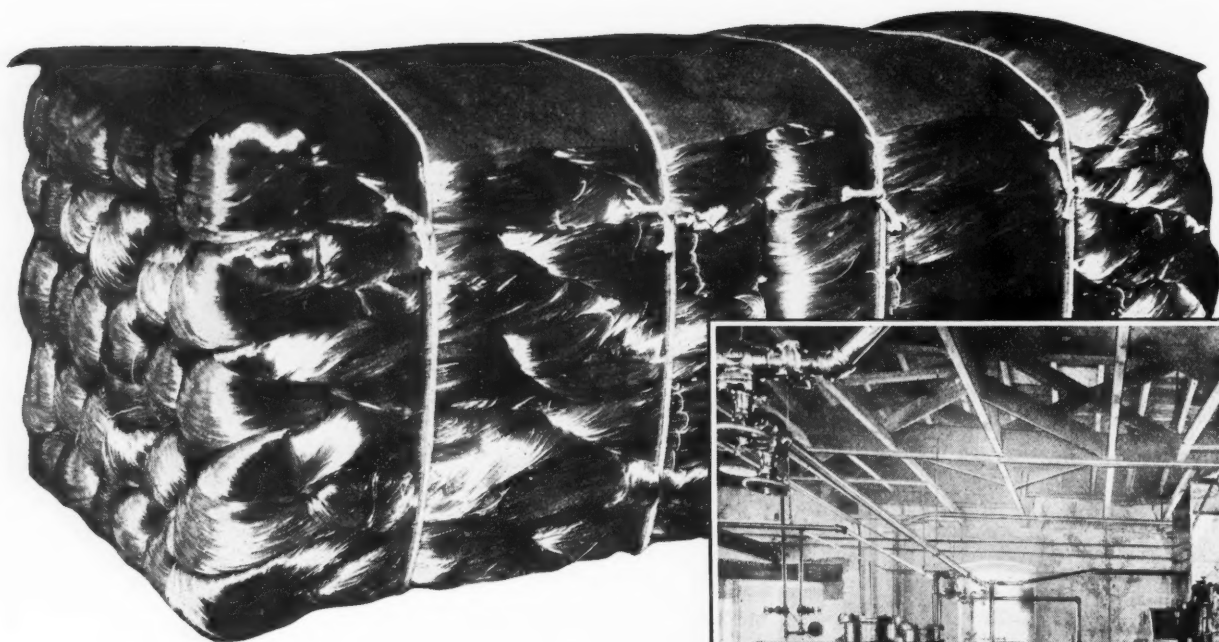
And also it gives you a tremendously valuable circulation among the store owners, merchandisers and buyers of the leading stores who serve the best trade in the community.

This concentrated market offers a rare opportunity to the sales managers and advertising managers who wish to get maximum effect with minimum appropriation.

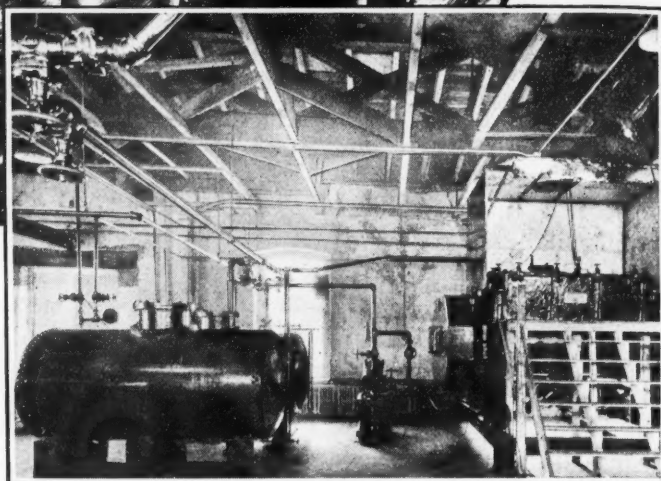
Let us tell you what we have been able to accomplish for shrewd sales managers who appreciate this great opportunity for sales strategy.

## The Condé Nast Publications, Inc.

New York Boston Philadelphia Chicago Los Angeles San Francisco Seattle



Only 1,570,000 lbs. of artificial silk was produced in the United States in 1913. In 1923 we produced 33,500,000 lbs. — an increase of more than 2,000 per cent.

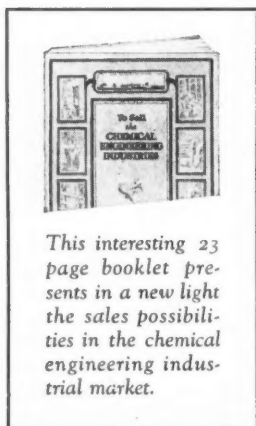


## Call it "glos" or call it "rayon" —it's artificial silk just the same

**T**O make artificial silk first determine what properties silk has that you want, then make a product with such properties in a plant instead of in a silk worm.

This is just what the chemical engineer has done—successfully. Artificial silk, known as "glos" or "rayon," rivals the genuine in appearance, utility, and quality.

The artificial silk manufacturing industry buys large quantities of the same sort of machinery that the other 20 chemical engineering industries use in making paper, rubber, soap, food products, cement, paint, leather, sugar, fertilizer, explosives, dyes and hundreds of other familiar products.



This interesting 23 page booklet presents in a new light the sales possibilities in the chemical engineering industrial market.

The 21 chemical engineering industries buy \$8,541,000,000 worth of equipment, materials and supplies each year, including everything from machine tools to boilers.

The dominant publication serving this largest of all industrial fields is Chemical & Metallurgical Engineering.

"Chem & Met" is more than the authoritative editorial forum of the chemical engineering industries. It is the buying guide of the men who spend most of the \$8,541,000,000. Advertising results prove this.

The 15 McGraw-Hill engineering, industrial and merchandising publications serve the men who buy in the following fields:

**Electrical:** Electrical World, Electrical Merchandising, Electrical Retailing, Journal of Electricity.

**Construction and Civil Engineering:** Engineering News Record.

**Mining:** Engineering & Mining Journal-Press, Coal Age.

**Transportation:** Electric Railway Journal, Bus Transportation.

**Industrial:** American Machinist, Industrial Engineer, Power, American Machinist (European Edition), Chemical & Metallurgical Engineering.

**Engineering in Spanish Reading Countries:** Ingenieria Internacional.

## Chemical & Metallurgical Engineering

A. B. C.

A McGraw-Hill Publication

A. B. P.

Tenth Avenue at 36th Street, New York



**Subscription Rates:** Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months' subscription, \$1.50.

**Bound Volume:** No more copies of Bound Volumes One, Two, Three or Four are now available. Copies of Bound Volume Five containing issues from October, 1922, to September, 1923, inclusive, may be obtained from either our Chicago or New York office at a cost of \$6.00.

**Renewals:** Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly.

**News Stand Copies:** This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

**Advertising Rates:** Full page advertisement, opposite reading, run of paper, \$150 single insertion. Two columns, \$120 single insertion. One column, \$75 single insertion. Half column, \$40 single insertion. Sixty-five cents per agate line.

**Closing Dates:** First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, first of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

#### MEMBER

Audit Bureau of Circulations  
Associated Business Papers, Inc.

Published Monthly by

## THE DARTNELL CORPORATION

#### PUBLICATION OFFICES:

RAVENSWOOD AND LELAND AVENUES, CHICAGO  
Telephones, Ravenswood 0365 and 0367

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PHILIP S. SALISBURY - - - Vice-President  
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JACOB F. WEINTZ - - - Manager Adv. Sales  
C. E. LOVEJOY - - - - - Asst. Adv. Manager  
J. E. WEST - - - - - Manager Service Sales  
C. R. SWENEY - - - - - Asst. Sales Manager  
HARRY C. PECK - - - - - Asst. Sales Manager  
C. M. ALDRED - - - - - Promotion Manager

#### EASTERN OFFICE:

19 W. FORTY-FOURTH STREET, NEW YORK CITY  
Telephone, Vanderbilt 3614

PHILIP S. SALISBURY - - - - - Manager  
M. V. REED - - - - - Asst. Manager  
E. D. GOODSELL - - - - - Staff Representative  
SUMNER D. KILMARX - - - - - Staff Representative

#### EUROPEAN OFFICE:

150 SOUTHAMPTON ROW, LONDON, W.C.2  
Telephone, Museum 8596

J. E. WALSH - - - - - Manager  
A. T. TURNER - - - - - Representative

TORONTO - - - - - W. A. LYDIATT  
27 Wellington Street, E.

MELBOURNE (AUSTRALIA) - T. C. LOTHIAN  
497 Collins Street

# Sales Management

Published Monthly for Those Who Market  
Through National Sales Organizations

VOLUME SEVEN

Established 1918 by The Dartnell Corporation

NUMBER FIVE

## Contents for November, 1924

HOW MUCH CAN WE SELL NEXT YEAR?.....	1703
<i>By George A. Hughes, President, Edison Electric Appliance Co.</i>	
HOW PHILLIPS-JONES GOT AROUND THE HAND-TO-MOUTH EPIDEMIC....	1705
<i>By Joseph Ewing, General Sales Manager, Phillips-Jones Corporation</i>	
IS THIS THE BEST AUTO ADVERTISEMENT OF THE MONTH?.....	1708
PLANNING A YEAR'S SALES PROGRAM AND STICKING TO IT.....	1709
<i>By Emmet C. May, President, Peoria Life Insurance Co.</i>	
WHY WE BEGAN ADVERTISING AFTER A CENTURY OF SELLING.....	1711
<i>An interview with E. V. Connett III, Vice-President, E. V. Connett Co.</i>	
HOME TOWN CAMPAIGN PROVIDES DATA FOR WAKING UP DEALERS....	1713
JUST WHERE SHOULD AN ADVERTISING AGENCY'S SERVICE STOP?.....	1715
<i>By Cheltenham Bold</i>	
WRITING THE LETTER THAT MAY BE LOADED WITH DYNAMITE.....	1717
<i>By C. W. Hamilton</i>	
EVEN THE STAR SALESMAN IS ONLY A PART OF THE CONSTELLATION....	1719
<i>By a Sales Manager-Astronomer</i>	
HOW TO START A SALES MANAGERS' ASSOCIATION.....	1722
<i>By J. C. Aspley, Editor, SALES MANAGEMENT Magazine</i>	
WHEN THE BUYER COMES TO "PAPA".....	1725
WHAT KIND OF A BULLETIN WILL SALESMEN REALLY READ?.....	1729
<i>By Eugene Whitmore</i>	
A SALES ANALYSIS THAT SAVES \$1,000 A MONTH.....	1733
<i>By Fred E. Rand, Bauer &amp; Black</i>	
A FLASH OF RED THAT WON NATIONAL DISTRIBUTION FOR JANTZEN....	1737
A \$300 MAILING CAMPAIGN BRINGS BACK \$29,835.....	1738
WHEN SALESMEN SAY, "CONDITIONS IN MY TERRITORY ARE ROTTEN"....	1740
<i>By Merritt J. Norton, Vice-President The Carnation Milk Products Co.</i>	
THE BUYER WHO HARPS ON THE OTHER FELLOW'S PRICE.....	1741
<i>By D. G. Baird</i>	
WHEN SALES SEEM TO HAVE STOPPED ON DEAD CENTER.....	1744
<i>By H. Ashbrook</i>	
DEVELOPMENTS IN SCIENTIFIC METHODS FOR SELECTING SALESMEN....	1751
<i>By H. G. Kenagy, Procter &amp; Gamble Distributing Co.</i>	
WASHINGTON OFFERS NEW ANALYSIS OF RETAIL STORE LOCATIONS....	1759
ADVERTISING THE PRODUCT THAT "CAN'T BE ADVERTISED".....	1764
<i>By Roy W. Johnson</i>	
GOVERNMENT AIDS FOR TAKING GUESS WORK OUT OF QUOTAS.....	1769
<i>By Philip S. Salisbury</i>	
A SALES PLAYLET SUPPLANTS MANY HOURS OF SPEECH MAKING.....	1773
<i>By Charles S. Frederick</i>	
MAILING PIECE SOLD SEVEN THOUSAND ORDERS TO DRUGGISTS.....	1779
<i>By Norman Lewis</i>	
SLIDE RULE COPY VS. HUMAN INTEREST IN DIRECT MAIL.....	1783
<i>By David H. Colcord</i>	
THE SALESMAN WHO STAYS OVER FOR HIS MAIL.....	1789
<i>By Will G. Caldwell</i>	
WHAT WILL IT COST US TO RUN AN EXPORT DEPARTMENT?.....	1792
<i>By H. L. Kraus, Export Manager, The Biflex Corporation</i>	
WHAT KIND OF A MARKET IS PITTSBURGH?.....	1795
EDITORIAL COMMENT.....	1806-1807

Edited by John Cameron Aspley

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THE way to get women who live in small towns and on rural routes to buy your merchandise is to sell them before they leave their homes for the nearest Trading Center where the actual purchase is made.

No Smart Alec clerk will be able to sell them "something just as good" if prior to their trip you have convinced them your brand is best.

Through Needlecraft Magazine you can create this thought in the minds of more than 1,000,000 such women.

Many of America's shrewdest merchandisers are doing it right now.

It is building business for them. It will build business for you if your goods are right and your distribution ample.

## Needlecraft Magazine

50 E. 42nd Street New York

Robert B. Johnston, Advertising Manager  
J. A. Robertson, Western Manager, Chicago  
Dorr & Corbett, Boston, Mass.

## Personal Items



THOMAS J. CARROLL was chosen president and general manager of the Gorton-Pew Fisheries Company at a recent election. Mr. Carroll was formerly vice-president and treasurer of the company. Other officers elected were: THOMAS S. GORTON, vice-president; GEORGE PUTNAM, treasurer; J. WILLIAM DARCY, secretary; ARTHUR J. SANTRY, A. CHESTER SNOW, and FRED H. TARR, directors, and JOHN J. PEW, chairman of the board.

C. C. YOUNGGREEN, vice-president and general manager of Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wisconsin, was recently elected president of the Milwaukee Advertising Club. This is the second term to be served by Mr. Younggreen in this capacity.

JOHN H. SCHNACKENBERG has announced his resignation from the general management staff of the Hearst publications to devote his entire time to the firm of John H. Schnackenberg & Associates, magazine and newspaper accountants, of New York City. Mr. Schnackenberg was formerly with the New York *American*, and later was appointed assistant general auditor of the Hearst Corporations. Since 1921 he has been a member of the general management staff.

HENRY S. COOPER, founder of the Cooper Underwear Company of Kenosha, Wisconsin, died suddenly at his home in Kenosha October 25, following an attack of heart disease.

The Nichols-Evans Company, advertising agents of Cleveland, Ohio, announced the appointment of A. J. McELHONE as vice-president of the company. Mr. McElhone was formerly advertising director of The Eaton Axle & Spring Company of Cleveland, and prior to that served as publicity manager of The Class Journal Company, New York City.

O. M. CURTIS, Jr., has become sales manager of the Federated Engineers Development Corporation of New York City. Mr. Curtis was previously sales manager for the Einson-Freeman Company.

LAURENCE MILLER, formerly with the Carnegie Steel Company, Pittsburgh, Pennsylvania, has been appointed general manager of sales of the rolling-mill division of the National Enameling & Stamping Company of Granite City, Illinois.

ROBERT C. POWELL, formerly director of the trade development department of Larchar-Horton Company, Providence, Rhode Island, has been made vice president and director of that company.

Three trustees were chosen by the Seattle Sales Managers' Association at a meeting held last month. The new trustees are BEN BAXLEY, Baxley Dress Manufacturing Company; E. J. SPERRY, Washington Bakeries Corporation; and J. S. DAVIS, Fisher Flouring Mills. The winter program for the association includes plans for doubling the membership.

K. K. HOOPER, of the *Sherman Democrat*, was chosen president of the Texas Daily Press League at its recent annual meeting. Other officers elected were: HOMER M. PRICE, the *Marshall News*, vice-president, and WALTER MURRAY, the *Ranger Times*, secretary.

HERBERT L. TINKHAM will succeed the late W. L. Douglas, as president of the W. L. Douglas Shoe Company. Mr. Tinkham has been connected with the Douglas Company for thirty-seven years. DANIEL W. PACKARD was made vice-president and CARL B. NEVINS, treasurer.

WILLIAM COLE ESTY was recently elected vice-president of The Corman Company, advertising agents of New York City. Mr. Esty has been an account executive with the company for the past three years.

THOMAS J. MCHUGH has become general sales manager for the Stanwood Container Corporation, New York City.

CRASTON WILLIAMS was recently appointed manager of the Southern Newspaper Publishers' Association. He will work out of the Chattanooga, Tennessee office under the direction of WALTER C. JOHNSON, secretary-treasurer of the association.

WILLIAM M. MCINTOSH has been appointed business manager of the San Antonio *Light*. Mr. McIntosh was formerly publisher of the Fort Worth *Press*, and later business manager of the Fort Worth *Record*.

P. R. ACTON, formerly sales manager for the No-Leak-O Piston Ring Company, Muskegon, Michigan, has become sales manager of the Fedders Manufacturing Company, of Buffalo, New York.

CLAUDE E. CLARK has been appointed sales manager for Frank Scholes, Nash and Overland dealers, of Richmond, Virginia. Mr. Clark was formerly district manager for the East Bay Water Co.

WALTER GUSSENHOVEN will become manager of mechanical sales for the United States Rubber Company, to succeed C. C. CASE, who recently resigned. Mr. Gussenhoven has served the company in various capacities for twenty-five years.



THE TRADING CENTER store is well stocked. Salesmen know it pays them to call regularly because they get good orders and plenty of them. The proprietor is prosperous and discounts his bills. Furthermore, the trading center where he does business is on the main line of a railroad with good train service.

# Cosmopolitan<sup>35¢</sup>

*Trading Centers are the primary market of the United States—COSMOPOLITAN is a primary medium, because its circulation is concentrated in these Centers.*



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THE H. K. McCANN COMPANY  
*Advertising*

♦

# Sales Management

A Dartnell  Publication

Volume Seven

Chicago, November, 1924

Number Five

## How Much Can We Sell Next Year?

A Quota Plan that Speeds Sales, Cuts Production Costs, and Simplifies Financing for the Edison Electric Appliance Company

*By George A. Hughes*

President, Edison Electric Appliance Company, Chicago

**I**N our business, sales campaigns, advertising schedules, advertising appropriations, financial matters, budgets, and all manufacturing activity is based on the forecast of sales which we make each year.

This estimate is made in advance for the year and then split up into quarters, by territories, items, and departments. It has enabled us to manufacture more economically, speed up sales, cut down large inventories, avoid short stocks, and simplify financing the business.

Each year this estimate of the following year's sales is based fundamentally on the number of wired homes, modified by local conditions. We have set a quota which we ought to reach for every wired home. In other words, every wired home means so much in dollars and cents to us. We then independently estimate item for item what our sales ought to be. This quota is first estimated in number of items. Then it is translated into dollars and cents and compared with possible sales increase based on wired homes.

We often find after we have made the estimate on the basis of units that we have estimated twenty or twenty-five per cent more sales increase than the estimate based on the number of wired homes. Then we know we have been too

optimistic in estimating items. So we translate this into dollars and cents and check back over the items, cutting down the quotas where we find it necessary to harmonize with the basic total estimate.

After the general quota is made up, we break it down into percentages for each of our eight sales divisions. This is further divided into salesmen's territories and forms the salesman's quota. The next step is to decide when the various items will be sold and in what quantities for the different months. After this information has been tabulated and the quota set by items, by territories, quarters and months of the year, copies of the sales estimate go to the factory superintendent and manufacturing department heads. This constitutes an order or requisition. The manufacturing department then knows what to manufacture and when it will be needed for shipment.

### Other Determining Factors

The amount for each wired home is not the only basis for setting our quota. In some states the average sales for each wired home are far ahead of other states. Some of the southern states, although they may have a large percentage of wired homes, are not as large buyers of electrical appliances because the servant problem is not as acute down there as it is in some of the northern and eastern states. Each

territory's quota is made up with all the varying conditions in mind. Out on the Pacific Coast, where the electrical idea has made greater progress than elsewhere, the quotas are naturally higher.

One of the greatest advantages we have found in this method of determining sales in advance is the help it gives our manufacturing department. Now it may seem that a sales department's business is to sell, not to worry about manufacturing; but in the last analysis the sales department cannot function with any degree of success if the manufacturing department is behind with deliveries, or unable to make the goods at the time they are needed. If too much money is tied up in stocks that are not moving, there is no money for new items, expansion, advertising or development, so it is necessary that there be the utmost cooperation between these two departments.

As an example of what this estimate of future sales will be, I am reminded of our experience in overcoming a natural slump that has always bothered manufacturers in our industry in January and February. Coming right after Christmas, when great quantities of our merchandise are sold for gifts, sales always took a slump. Because of the inventory tradition, we were slow in getting our men out for the new year's sales work.

When we began to forecast sales and to base factory production on this forecast, we ran into this proposition of what to make in January and February. So we hit upon the idea of bringing out a new item to be introduced the very first thing after Christmas. Production on this new item was scheduled to start about the middle of December, the time limit set for manufacturing and delivery of goods for Christmas sales.

A great many people were dubious of the plan of introducing a new item and making a sales drive in January. They reminded us that dealers and jobbers were too busy taking inventory to bother about buying. As a step toward preparing for this drive in January and February, we changed our inventory time from January to the last part of December. Now we start with a clean slate, ready to bend all energies toward manufacturing and selling from the very first of the year.

#### **Avoiding a January Slump**

We planned our campaign, gave the factory an order for a sufficient quantity of the new item, prepared all necessary advertising matter, and notified our salesmen about the middle of December to prepare for the big drive right after the first of the year.

When the time came, our factory was busy making the new item, instead of marking time, or making up goods for delivery far in the future. Instead of making goods to be warehoused, we made goods for immediate shipment.

Instead of meeting with resistance, our salesmen were welcomed during the first weeks of the year. Not only did we do a big business on the new item, but inventory showed up a lot of holes in customers' stocks which were filled up as a result of our salesmen's visits. The plan was such a success we have followed it in succeeding years and plans are already practically completed for a similar drive to be carried out during the first weeks of 1925.

We had a similar experience with heaters, an item in our line which is strictly seasonable. We have been able to even out sales, shipments and collections on heaters because we have gone after the

business at a time when we can handle it most economically and to the best advantage of our customers.

On Christmas business we formerly were crowded right up to the last few days before Christmas. Not knowing how much of a stock to make up, we were often short quantities of various items. The trouble was that the trade had fallen into the habit of putting off buying until too late to enable us to take care of volume of business commensurate with possible sales. When estimates were made up for this year we planned sales and manufacturing so that we could know in ample time what goods would be needed for Christmas trade. In August and September we held a sales contest to clean up fall business, much of which was, of course, purchased for Christmas trade. Now we have booked a large part of our Christmas business, and will be able to make shipments when needed. This makes it possible for our salesmen to concentrate on the few who have not looked ahead, and to see that stocks are kept up so there will be no disappointment after the time limit we set on Christmas shipments, and to give our men time to help the jobber obtain advance dealer orders.

#### **Making a Production Schedule**

The factory already has the estimate of sales for the first three months of next year. Before February 1 we will have completed our estimate for the second quarter of the year, and passed it along to the factory. Of course, our estimates are made up for the year, but it is occasionally necessary to make slight changes, and for that reason the factory gets its final orders for periods of three months at a time, although the general yearly quotas are sent to the manufacturing department when they are made up.

With this information our purchasing department can buy intelligently, and be sure of having plenty of material on hand without carrying an overload of raw material. Our financial department knows what to expect in the way of collections, payrolls, and disbursements for raw material. Every department of the business can plan ahead so that there will be no hitch in our sales program.

We have the figures on wired homes for every part of the country. These figures have been compiled at considerable expense, yet they are worth all it cost, for our entire sales program is based on the number of wired homes, and the increase in the number of wired homes from year to year. These figures and our quota of sales for each wired home enables us to check month by month where we are falling down, or where business is coming in in excess of our anticipation.

As the year goes on, unexpected problems arise. Sometimes it is necessary to change plans or to put on extra pressure in certain places. Not long ago one of the department heads in our company came to me with a request for an additional appropriation for advertising. We called a meeting and began to check over sales. We found that certain items and certain departments would not need all the money we had set aside. So we switched part of the appropriation to take care of the emergency in another department.

#### **Quota Plan Used for Jobbers**

With the figures on sales and our knowledge of what we have planned to sell, we know at all times just how we stand. We know which departments, which items, or which territories need special efforts. Our national advertising is backed up with intensive direct mail work, and a careful check is made of the number of calls made on dealers in each territory. If sales fall off, we have the figures and reports from our sales force which usually will show where the trouble is.

Our quota plan has worked so well in our own business that we are extending it to our jobbers. It is a fact that many jobbers do not realize what the potential possibilities of their territories are. We have analyzed territories for some of our jobbers and shown them just what they could do if they put the right sort of effort behind the line. Moreover we have helped a number of jobbers to set quotas for their salesmen to make with our line. In time we hope to have all our jobbers operating on the same sort of quota plan we have found so successful in our business.

*(Continued on page 1816)*



# How Phillips-Jones Got Around the Hand-to-Mouth Epidemic

When We Dug Out the Facts and Stopped Depending on the Guess-Work of Salesmen, the Sales Problem Lost Half Its Terrors

*By Joseph Ewing*

General Sales Manager, Phillips-Jones Corporation, New York

**T**HE expression, "A chain is as strong as its weakest link" holds true in the field of selling and distribution today. There is a weak link in selling, and that link is a control and supervision of the field operation. The field operation of selling today is woefully weak, resulting in a wastage of time, effort and materials which, in a monetary sense, is criminal. Sales managers throughout the country are giving evidence of an uneasiness when it comes to a proper control and supervision of a field operation, and rightfully so. The field of selling has changed over night from a hungry demand for commodities to one of the other extreme, which is hand-to-mouth buying.

In prior years, it was of little importance whether a salesman covered his territory in a sequence most conducive to sales productivity, for the reason that there was a great commodity demand and production was not keeping pace with this demand. Therefore, selling costs did not enter as a determining factor.

## **Limelight Turned to Sales Costs**

During the last few years, however, the economic condition of the country became acute and it was then that we became conscious of the fact that the commodity demand had not kept pace with the production. These conditions resulted in salesmen's accounts changing from credit balances to deficits, and selling costs now entered as a vital factor in the success or failure of an enterprise.

A new importance was now given to selling and the sales manager came into his own as a vital part of industry. How well he has lived up to the responsibilities entrusted to his care is evident in the form of peak salaries and other lucrative remuneration to these executives.

Although the sales manager was the "Moses" that led industry out of economic confusion and placed it on a sane basis again, he, however, by his multitudinous and intricate duties was kept from placing the control and supervision of his field operations on a par with the pinnacle of efficiency he attained in the other variable elements entering into selling.

Before outlining the system of field control of salesmen and their activities, it is well to delve somewhat into the preliminary investigation and research that is necessary before a reasonable amount of success can be assured with this control.

## **Scientific Field Control**

There is an analogy between the fundamental principles of scientific management as applied to factory operations and the field control of salesmen and their activities. The elements in a given sales or marketing problem are basically the same as would be involved in a problem of production; that is, scientific management has always been an exponent of the fundamental axiom that "there is the one best way to perform a human endeavor."

What has been attained in the field of production with thought based on this fundamental axiom is stupendous and similar results can be obtained in the field control of salesmen.

After a careful investigation of the variable factors involved in a given selling and distribution problem, the waste human effort and materials are diverted into channels most conducive to sales productivity, thereby decreasing the cost of selling with a greater remuneration to salesmen, due to the volume of sales.

Would you not recommend to an alienist a production manager in a

chemical plant, who allows a dozen men, each concocting a given product, to use whatever ingredients he thought best to make that product? Still in that same enterprise, salesmen are allowed to sell this product using their own sales talks.

If a given sequence of operation requires a lathe, would you place this lathe in a part of your factory so that time is lost to accomplish the next operation because of the distance it was placed from the last operation?

Certainly you would not.

However, this same concern takes a hundred men and throws them into the field the same as you would throw a hundred marbles to the ground, absolutely without any control or supervision, allowing them to operate by the rule of thumb and fancies—allowing them to pick the sequence of coverage of towns not most conducive to productivity and economy—but rather to their own ideas and idiosyncrasies.

## **Analyzing the Problem**

In the system of field control of salesmen and their activities, the variable elements of a given problem of field operation are studies, and the one best way to perform a task or a given element is ascertained and imparted to the salesman.

There are six major factors involved in any selling and distribution problem.

1. The product.
2. The market.
3. Personnel.
4. Coverage of territory.
5. Route of salesmen.
6. Field control and supervision.

The field control of salesmen and their activities, which is an integral part of this thesis, is primarily interested in the last three major factors: Coverage of territory, the routing

of salesman, and field control and supervision. In order, however, properly to install this system, a preliminary survey and investigation is first made of the product, the market and the sales personnel. After the facts, as gathered through this preliminary survey and investigation are tabulated, this system is adapted to the particular problem.

All the possible sales outlets of the country are plotted in order to insure a complete coverage of territory. These salesman outlets are then divided into sales units or salesmen's territories, and the routing of salesmen is undertaken with minute thoroughness (on a basis of established facts) so that all waste time and effort will be eliminated, resulting in increased sales at a minimum selling cost. The activities of the salesmen are coordinated with headquarters through a flexible system of records of field control and supervision.

The system as outlined here does not make claim as a cure-all for every field and selling distribution evil.

In the avidity to place before industry the need for this system of

field control of salesmen and their activities, one must be cautioned that although the principles on which this system is based are fundamentally sound, its successful application, however, would vary with variable conditions of the particular problem, such as the product, the competition involved, the management, and the active and passive resistance that may be encountered in the territory through the field force.

In making a study of the product, an investigation is undertaken in order to ascertain which type of selling or combination of types of selling would lend themselves to the particular problem.

When it has been definitely decided just what type of sales effort is most feasible for the product, study is then made of the potential market. In this study, past records and future possibilities, coupled with a competitive absorption of the market on the particular product and the maximum production possibilities of the factories, are taken into consideration. Quotas are then established for every town and city in the United States that lends itself

to a profitable cultivation of sales.

An investigation and study of the field personnel is made in order to enlighten us as to the type of salesmen that are at present covering the territory and whether they are the type having the qualities necessary successfully to market the particular product. Their sales presentation is analyzed, and a careful study of the salient features of the product and the service that the company is in position to render to the trade, ascertained. A standardized sales talk is then developed so that a salesman operating in Paducah, Kentucky, or Seattle, Washington, may be in a position to use the same sales talk—a sales presentation that is best suited to sell the particular product.

In analyzing the coverage of territory, all state and county lines are ignored. The premise upon which this system is developed is based on the fact that the customer or sales outlet is considered the basis on which to predicate sales effort.

With this fundamental thought in mind, the customer or sales outlets are tabulated all over the country. A combination of these customer or

The image displays four interconnected forms used in the Phillips-Jones sales management system:

- Sequence 2: WORK SHEET** (Duplicate, Region No. 38). This form includes a header for the salesman (Charles S. Jones) and a large grid for recording sales data by date and territory.
- Sequence 1: QUOTA SHEET** (Region No. 38). This form provides a detailed breakdown of sales quotas for various territories, listing items, quantities, and values.
- Sequence 4A: SALESMEN ROUTE CONTROL** (Region No. 38). This form is a grid used to track the routes and visits of salesmen across different territories.
- Sequence 3: SALESMEN'S DAILY REPORT** (Region No. 38). This form is used for daily reporting of sales activities, including a summary of sales and a detailed record of customer interactions.

Arrows indicate the flow of information between these forms, showing how data from the daily report and route control feeds into the quota and work sheets.

The Phillips-Jones system of field control for salesmen and their activities is coordinated at headquarters through four records: a quota sheet, work sheet, route control record, and a daily report, which form the basis of the field plan



sales outlets is interlocked so as to develop a sales unit or sales territory. In developing these sales units, the topography of the territory and the accessibility to the customer or sales outlet is taken into consideration.

A definite study and investigation is then undertaken to ascertain how many customers or sales outlets would make a sales unit—in other words, a salesman's territory. The number of these customer or sales outlets which are necessary to form a sales unit or salesman's territory are dependent upon the service rendered the customer, and the volume of merchandise the customers in this particular line are in the habit of purchasing at the present time.

#### A Rigid Routing Plan

Each sales unit having its quota established, the salesman's monetary advances can be based upon these quotas with almost mathematical accuracy.

When the definite sales units or salesmen's territories are established, the salesmen are routed over this territory in the most convenient, efficient and economical manner. They are given to understand that the territory must be covered in the manner as prescribed by the sales manager; since study had been given to the routing and the best mode of travel had been discovered. Furthermore, general selling today is becoming less and less dependent upon personalities and more and more dependent upon a definite number of solicitations on the customer—this had also been carefully considered, and, therefore, the salesman must follow a coverage of territory as outlined to him by the executive in charge of sales.

The system of field control of salesmen and their activities is coordinated at headquarters through the following:

1. The salesman's quota sheet.
2. The salesman's work sheet.
3. The salesman's daily report.
4. The salesman's route control record.

The quota sheet, which you will note from the exhibit on page 1706, sequence 1, is in triplicate sets. The original is retained at the regional office; the duplicate is attached to the contract which is returned to the general sales department, and the triplicate is attached

to the contract which is submitted to the salesman. On this quota sheet are enumerated the towns which constitute the salesman's territory or his sales unit. You will note from the exhibit that these towns are only towns having a population of 2,500 or over.

In this particular industry, the product does not lend itself to a profitable exploitation of a market, of towns having a population of less than 2,500, and for this reason, the quotas were developed on the basis of towns having a population of 2,500 or over. The dozens of collars and the value, and the dozens of shirts and the value, and the total value of collars and shirts for each town is listed. The potential business of the entire sales unit is multiplied by the average commission rate, and the commission value of the territory is ascertained. These quota sheets have been developed with great thoroughness and required considerable time since the value of a quota for a territory is based entirely upon its accuracy; no thought, effort or expense was curtailed in order to make these quotas accurate.

#### How Work Sheets are Used

A salesman is definitely given to understand that a reasonable percentage of these quotas must be attained consistent with the drawings and expense which he is allowed.

The salesman's work sheet (sequence 2 on page 1706) is developed from the towns as enumerated on the quota sheet, after a careful study had been made as to the most economical and productive sequence of coverage possible; taking into consideration further, the potential volume of business of each of the towns. These work sheets cover a period of four weeks, which is the average time necessary to cover a territory in this particular line. The actual towns are enumerated on this work sheet next to the day of the week on which the salesman is expected to cover these towns.

After a cycle of four weeks had been completed, the salesman repeats his coverage. These work sheets are made in triplicate; the original is sent to the salesman, the duplicate is retained at the regional office, and the triplicate is sent to the sales department.

As a salesman commences to cover his territory, following religiously the sequence of coverage as enumerated on the work sheet, a salesman's daily report is submitted to the general sales department each day. These salesmen's daily reports are made in duplicate; the original is sent to the general sales department and the duplicate is retained by the salesman. There is a very thorough explanation at the bottom of this form as to just how the salesman must fill in the information requested.

#### Salesman Makes Complete Records

Every account called upon—whether a sale is made or not—must be listed on the salesman's daily report on the same date the call has been made. If an order is secured either on collars or shirts, the order number will appear in the column provided for this purpose; then the customer's name and address. If collars had been sold, the quantity must be listed under "collar dozen" column. If shirts had been sold, the value must be noted under the "shirt value" column. The style column must only be used if a customer adds to the styles in the line which he has carried, and this is signified by a check placed in the "style" column covered by the new style. Should the customer drop a style, then an "X" must be noted in the space covered by this style. The advertising column is to be used when advertising material is to be delivered to the customer. It covers only the expensive advertising, and the date that this advertising is delivered must be inserted in the column provided for this purpose.

If there are any lengthy remarks or explanations; that is, when a new account is sold, the back of this report can be used for explanation as to who the buyer is and any other information which is pertinent. When a new account is sold, all the styles sold to this account must be checked; if Jack, Esty and Ince were sold to a new account, these three styles will be checked, but on all re-orders of these styles, it is not necessary to check the styles again.

At the end of the day, when this report is completed, the date must be inserted in the place provided; the sales value must be noted—this

(Continued on page 1811)



# Is This the Best Auto Advertisement of the Month?

Kenneth Goode's Indictment of Automobile Advertising and Wm. S. Power's Come-Back Cause a Near Riot in the Mail Sack

WHEN Kenneth Goode took a fling at the long haired men who write the automobile advertising copy in the September issue of "Sales Management," he unloosed an avalanche. Automobile presidents, advertising agents, advertising managers, mere automobile buyers and automobile salesmen have lost no time in putting themselves on record. Opinions differ, as opinions usually do. But through all the comment, much too numerous to publish in full, there is a strong undercurrent of unrest over the present automotive advertising, except on the part of those who produce it. This large group is unanimous in agreeing that it is good. They know it is good because they produced it.

The advertising agents writing in have been divided into two groups. In one group are the agents who now have an automobile account. They think most of the present copy, especially the copy which they are turning out, is deserving of great praise. Of course, they are far too modest to admit it, and if it had not been that we asked their opinion they would never have mentioned a word about it; but everything considered, the particular copy they are producing is certainly just what all automotive copy should be. The only thing they can't understand is why the other producers of motor car copy are so slow to sense the new "tendencies" which their super-copy has established.

In another group we place the advertising agents who haven't an automobile account, but would mortgage their souls to get one. These gentlemen are in wide disagreement with their colleagues. It

is very plain to them that the opportunities for improving automobile copy are unlimited. None of the copy now running is quite what it ought to be. We can't say, but we feel sure, that they might admit, if asked point blank, of having some very clever and original ideas on

we find a ray of sunshine from some one who buys automobiles—the poor, unconsidered bird who has to go into the automobile show rooms and talk the salesman into letting him have a car. One of the last mentioned sent in the accompanying newspaper advertisement for the Jordan car, stating that to his mind it was the best automobile advertisement of the month. He said he got more of a kick out of this piece of copy than he did out of any other advertisement he had read; and that it had made him think more about the Jordan car than any other Jordan advertisement had done. This is a statement of large dimensions, because some of the Jordan advertising has been mighty good.

What do you think about this advertisement? Does it sell you? Is it as good as some other copy that you have seen during October? Do you think it is as good as the Chrysler advertisement announcing DePalma's achievement? Look over some of the ads in the October magazines and newspapers and pick one that you think is especially good and send it to the editors, with your reasons for so thinking. We cannot promise that we will be able to publish your letter, but we will, if room permits, and of course there

will be the usual prizes for the best pickers. What the prize will be is a deep secret. We want to surprise you. Confidentially—we are going to have a prize for everyone who writes us a letter. It is one of those contests where there are no blanks.

P. S. The prize may be like Harry Lauder's birthday gift to his wife. Something useful, durable, attractive, beautiful, and novel—yet at the same time, inexpensive.

CHICAGO, ILLINOIS, THURSDAY, OCTOBER 10, 1924

## Hats Off Again to Cadillac

This is but a friendly curtesy to the Cadillac Company. Again we take off our hats to that bunch. They delivered ten more cars in the old home town of Detroit during September than did Jordan.

Again readjusting the hats it is interesting to note that more Jordans were delivered in Wayne County—and that's Detroit—during September than any line of cars selling at or above the average price of the Jordan—with the exception of the Cadillac.

They beat Jordan ten cars. This accomplishment on the part of Cadillac is worthy of note in view of the fact that The Great Jordan Line Eight sells at an average price of \$1000 below any car in its class. It is quite generally conceded—even in Cleveland—that Detroit is the center of the automobile industry.

Certainly there are more people in Wayne County who know an automobile when they see one, than in any other county in the world. The enthusiastic acceptance of The Great Jordan Line Eight in Detroit is reflected in the percentage of sales of leading cars in that territory for September 1924 against September of a year ago.

Jordan's increase for September this year was 530 percent. It was the only car selling at or above its average price that showed an increase.

Detroit's endorsement of The Great Jordan Line Eight is prophetic. It simply means that what Detroit recognized instantly will be accepted by every other city in the country eventually.

P. S.—Chicago is not slow to get its share. In the days just past—October 1st—Jordan cars sold in Chicago—and more Jordans were registered in Cook county during September than in any other month of the year.

Chicago Motor Car Co., Inc., Distributors

# JORDAN

### One Sales Manager's Choice

*This Jordan advertisement was submitted by Frederick D. Eldredge of Evanston, Illinois, as the best automobile advertisement of the month. What do you think? If you don't agree with him, pick one yourself and tell us why you think it is the best. Make your letter brief, and if your reasons are good ones, we will send you a prize.*

the subject which they will discuss with any advertiser spending \$50,000 or upwards a year for advertising.

Then there is another bunch of letters on the editor's desk from advertisers in other lines who can't understand why we should pick on the automobile field, when there are even more horrible examples in their own field, as evidenced by the advertising copy which their competitors are running. Occasionally

# Planning a Year's Sales Program and Sticking To It

Definite Tasks for Every Man and Something Special Every Month Keep Salesmen from Running Around in Circles

By *Emmet C. May*

President, Peoria Life Insurance Company, Peoria, Illinois

**T**HREE principles for operating our agency force, laid down seventeen years ago when we organized the Peoria Life Insurance Company, are still in effect today. The more experience we gain in operating our agency force the more we appreciate the worth of these three principles. They are:

(a) To carefully select and train our own salesmen from fields outside the life insurance business. We do not disturb the sales organizations of other life insurance companies by hiring salesmen away from them.

(b) To employ each salesman on a strict commission basis, advancing no drawing account or salaries, and making no loans.

(c) To set a definite task for each salesman and each agency, not only for the year, but for every month. To plan a yearly sales program in advance so that there is always some special activity to stimulate constant activity on the part of our sales force.

## Use Care in Selecting Salesmen

Being human, we have at times departed momentarily from these principles. Invariably when we have made an exception, or have been persuaded to set aside our better judgment and deviate from these principles, we have made mistakes. I might say that most of the mistakes we have made in operating our sales department, in selecting salesmen, or in any of the other activities in selling, have been the result of a temporary suspension of one or more of these three rules or principles.

When I first entered the insurance field from the legal profession, I was astonished at the attitude of most life insurance men toward selecting and training salesmen. It



*Mr. May left the legal profession to organize the Peoria Life Insurance Company in 1907. His close personal interest in the sales policies of the company has helped build the business from scratch to its present position, with more than \$100,000,000 of insurance in force. He is confident that the small company can nearly always make a profitable use of the same sales promotion plans used by the big concerns*

seemed to be a general policy to permit any man to try his hand at selling insurance. Without very much thought to the subject, everyone was given an opportunity to prove that he could or could not sell life insurance. In a vast majority of cases the proof came in the negative form.

At the very beginning of my experience in hiring salesmen, I determined to reverse this policy and select our salesmen with the utmost care. I well remember the astonishment many men expressed when told that we did not care to give them a rate book and start them out as salesmen for our company.

Just a short time ago two men came into my office to tell me that they had decided to start selling life insurance for our company. They were utterly amazed when I did not jump at the opportunity.

I explained to them that I did not feel convinced they would make good life insurance salesmen. Both of these men went over to another organization here in Peoria and in a short time proved utter failures.

We have built our organization of some seven hundred men by selecting the best men we could find from the ranks of traveling salesmen in various lines. These men were first brought into the office for instruction. Then they go out into the field with an experienced salesman for a week. During this week they simply stand by and watch the other men work. The following week the new salesman goes out alone. Then he works another week with an experienced man. This process is kept up for several months, the salesman working alone one week and in company with a more experienced man the following week until his training is complete.



When our company was founded, there had just been a great upheaval in the life insurance business, and never a day passed but what several men came in to see me for the purpose of obtaining a position selling insurance. Almost without exception these men demanded a drawing account, which was invariably refused. A number of the larger companies' agencies in Illinois had become disorganized, and this left a great number of insurance salesmen without positions. While it was somewhat of a temptation to a new company to hire these men, we stuck to our policy, partly because we believed it was a good one, and partly because we could not afford to advance the money these men demanded. Looking back on this experience, I believe it was fortunate that our company did not have the money to advance to salesmen, because we would have lost thousands of dollars in advances which the salesmen would never have earned in commissions.

As life insurance companies go, our company is a small one, but we have never found that size prevented us from taking advantage of any of the many sales promotion methods which are so often thought of as being suitable only for the large organization.

#### The Year's Program

At the beginning of each year we plan a sales program, designed to provide some special activity for practically the entire year. Here is a typical year's program:

**January:** Managers' conference at the home office. This is attended only by our agency managers, who review the past year's work and lay plans for the coming year. The company pays the expenses for this conference, which lasts for three days. These managers then return to their own offices and hold conferences for their own organizations.

**February and March:** During these two months we put on what we call our "Bring Home the Bacon" contest. This contest begins February 1 and lasts until the date we have set for each state convention. For instance, our Illinois state convention was held on March 21 this year, which was the closing date for the "Bring Home the Bacon" contest. To qualify for this contest each salesman must produce

\$5,000 in business. A special cash bonus is paid during this contest. Last year we had a number of cardboard cut-outs of pigs, a quantity of which was sent to each salesman. Each pig represented \$1,000 of business. Every time a salesman wrote an application he was authorized to send us one pig for every thousand dollars of business. At each state convention we held a pig "round up" and paid one dollar for each pig turned in. In 1923 every agent who cashed in on his pigs received a medal of honor for bringing home the bacon. In 1924 every medal of honor salesman who came to the state convention with business equal to or exceeding the amount on which he obtained the medal was given five dollars for the old medal of honor and presented with a new one and the same offer for 1925.

#### "President's Month"

**April:** Each manager makes his own plan during this month, but the main activity is to plan for "President's Month," which is May.

**May:** We set a quota for each agent and pay a bonus for all business up to the amount of the quota, and a bonus of two dollars a thousand for all business over quota. For the past eleven years "President's Month" has been an annual feature, the slogan being, "May for May."

Several years ago, Zula Kenyon, a celebrated artist who has designed many of our calendars, painted a spray of roses which we had reproduced on a cardboard cut-out. At the beginning of "President's Month" we sent each salesman a "bouquet" of these roses. For every thousand dollars of insurance the salesman writes during May, he sends a rose to the home office.

Last year we selected a young lady in the office to represent each state, and each salesman sent his roses to his state representative at the home office, who personally delivered the roses to me.

May has always been one of our most successful months as a result of this contest. This year our quota was \$3,000,000 and we sold more than \$4,500,000 worth of business.

**June:** The managers again make their own plans, but this month is usually devoted to bringing up the memberships in clubs.

**July:** Our Hundred Thousand Dollar club closes, and this month is usually the big month, because every agent makes a desperate effort to qualify for either the Hundred Thousand, the Two Hundred Thousand or the Quarter Million Dollar club.

**August:** We hold our club outing, during which time the members who qualify for the clubs are taken on a trip. This year the club went on a trip to Alaska, at the expense of the company. For every member who qualified for the hundred thousand dollar club, there was a prize of \$100 in addition to the outing; every member who qualified for the two hundred thousand dollar club was given a \$200 prize, and was permitted to take any member of his family on the club outing; for the quarter million dollar club a diamond watch fob was given. The second year the fob is set with a diamond, and a diamond is added for each year the membership is renewed. For the tenth year a big diamond in the center is added. In 1924 the club left Peoria August 2 for Alaska, and returned August 31.

**September:** This month is devoted to preparation for Managers' Month in October.

#### All Salesmen Participate

**October:** The company appoints a special man to act as temporary manager and all October business is honorary to the various agency managers.

**November:** This is Contest Month, when we hold contests between the various agencies.

**December:** This month is known as Policyholders' Month, and has become one of the most important months in the entire year. Every policyholder is called upon at his home to maintain good-will and to see that he is kept informed as to the progress of the company.

In all our activities it is our policy to have some club or prize which can be participated in by every member of the sales force. We have an Honor Roll, which consists of ten leaders of new business. Then there is a Conservation Cup, which is given to the agency which renews the largest percentage of its second year's business; there is a cup called the Peoria Life Service

*(Continued on page 1808)*



# Why We Began Advertising After a Century of Selling

Without Antagonizing Private Brand Business, Century-Old Hat Manufacturers Start Telling Story to Consumers

An Interview by a Member of the Dartnell Editorial Staff with

**E. V. Connett, III**

Vice-President, E. V. Connett & Company, Orange, New Jersey

**W**HEN a concern that has been in existence for five generations, with an enviable reputation for quality in its particular field, begins advertising to the consuming public for the first time in its history, that fact is, in itself, sufficiently unusual to cause comment. Business organizations with more than a hundred years of history behind them are not exactly plentiful in this country, and the old, established concern is likely to be one that does not readily change its traditional methods of doing business. So the reasons which impelled the hat manufacturing concern of E. V. Connett & Company to inaugurate, this fall, the policy of consumer advertising in the magazines, carry a significance that would hardly be the case with a business with fewer years behind it, and less definitely established in its field.

At least as early as 1815, one William Connett was manufacturing hats at Rahway, New Jersey, and the business has been continued by his descendants down to the present time. One of the prized possessions of the company is a set of old ledgers, many of the entries in which show that the founder of the business disposed of his product by the system of barter, receiving in exchange salt, sugar, coffee and other necessities, as well as materials to be fashioned into more hats by hand.

Since then, of course, the manufacturing as well as the selling of hats has been revolutionized, but throughout its history the company has maintained a representative

distribution on a national scale, and a definite standing in the trade. With this background, the inauguration of consumer advertising for a branded hat (which the company had never tried to establish) represents a marked breaking away from

"we have been asked by dealers, here, there and elsewhere, to supply them with goods stamped with the Connett name. These requests were always granted as a matter of course, though we never made any effort to force dealers to stock our brand if they preferred their own name. As a matter of fact, we don't make any such efforts now and we don't intend to do so.

"Little by little the number of dealers who wanted the Connett brand increased, until here and there we found it profitable to run seasonal newspaper advertising featuring the name. This was not possible in every location, however, and it worked out that a few dealers who featured the Connett name were getting cooperation from us that a great many others were not. With our national advertising in the magazines, however, we can treat them all alike, and the single dealer in the small city who features our brand can get the same cooperation as any dealer anywhere else.

"Another thing that influenced us to adopt the national advertising policy—and perhaps the most im-

portant, is this: The almost universal tendency of men and women to get more enjoyment from the possession of a quality product when its quality is recognized by others. It is a human characteristic to think more highly of an article under those conditions. The owner of a Packard or a Pierce-Arrow, for example, is proud of it not simply because it is a fine piece of machinery, but because all his friends and acquaintances also recognize its



**A Background of 109 Years**

FIVE generations of Connetts have been making felt hats of a degree of excellence and smartness unsurpassed by any imported or domestic hat.

Thousands of men, fastidious and exacting in matters of dress, have worn Connett hats without knowing the maker's name—for the Connetts like many of the older conservative manufacturers have devoted their time and skill to the making of fine hats with little thought of marking them with their name.

Of late years, however, more and more of the finer hat stores and men's shops have requested the inclusion of the maker's name. As a consequence, many carefully dressed men recognize the word Connett as a hallmark. They know that where that name appears the hat will be correct to the smallest detail.

The name Connett in a fine hat will in time be valued by every man as highly as it is today throughout the hat trade. Rare skill in manufacture, and honest workmanship will always be found where the Connett label appears.

Since 1815, distinction, quality and style have been found in Connett hats. May we suggest that you ask a dealer to show you the Fall styles?

**E. V. CONNETT & CO., Inc.**  
Since 1815 Orange, N. J.

**CONNETT HATS**  
Since 1815

This frank statement of facts takes the public into the confidence of one of America's oldest hat manufacturers

tradition, and the writer asked Mr. E. V. Connett III, vice president of the company, to tell what led to the change of policy.

It appears, however, that it is not a change of policy at all. The advertising, as described by Mr. Connett, does not involve any revolution in the company's methods of doing business, but simply takes its place in the selling scheme of things normally and naturally. "For a number of years," said Mr. Connett,

value. That is a human characteristic that is often overlooked, I think, by manufacturers of high quality merchandise. The pride that a man feels in the possession of an article is often an important influence in determining whether or not he will buy another of the same make, and that pride is greatly increased when its quality is immediately recognized by others.

"Applying this to hats, it is apparent that the quality of a Connett hat is not increased at all when our name is die-stamped on the inside. But appreciation of the quality, and pride of ownership, is considerably increased when the wearer knows that five generations of hat making are back of it, and a reputation that will be instantly recognized by almost anybody who reads current literature. As we say quite frankly in the copy, in one of our full-page ads this fall:

"We realize that the just pride you derive from the possession of an article of the highest merit is increased when that merit is recognized by others, and E. V. Connett & Company will from now on advertise Connett hats nationally. We intend that the men who wear our hats shall appreciate their merit as well as do the hatters who sell them."

"That paragraph pretty nearly puts our reason for advertising in a nut-shell."

#### No Objection to Private Brands

The fact that a great many dealers prefer to handle the merchandise under their own brands does not worry the company at all.

"As already stated," said Mr. Connett, "we are not making any efforts to force the adoption of our brand, and we are not discriminating in any way between dealers who carry the branded line and those who do not. As you will note, we are seeking inquiries for a booklet, 'The Finishing Touch,' which describes briefly our system of designing and contains a short historical sketch of the company.

"These inquiries, by the way, have been received in surprising numbers, indicating that our advertising has been read with some attention. With the booklet we send a personal letter, signed by myself, listing the dealers from whom Connett hats may conveniently be purchased. At the same time, of course,

we notify each dealer as to the inquiry. But we do not discriminate. We list all of the dealers in the locality who have a stock of our hats, whether they are branded with our name or not."

While the company does not expect, and does not try to get every dealer on its books to feature the branded goods, it does see to it that every dealer is fully informed as to the advertising, and has the opportunity to cooperate with it if he sees fit. When the salesmen went out last spring on their fall selling trip, each man was provided with a complete portfolio containing full-sized reproductions of all the copy, dealer helps, etc., with brief explanatory text arranged to cover the situation at a glance. These portfolios were elaborately gotten up, with a sumptuous leather binding, stamped in gold and blue, with a lining of watered silk. This expensive treatment was justified by the fact that it was the job of the portfolio to attract the dealer's attention when he visited the salesman's sample room to order his fall stock.

#### How Portfolios Were Used

"We realized, however," said Mr. Connett, "that dealers would not have any great amount of time to go into details under such conditions. They would probably leaf through the portfolio briefly, and be more or less impressed by it, but we wanted to deepen that impression if possible. Furthermore, under these conditions the portfolios would in most cases come to the notice only of the actual buyer of merchandise, and it was important to get the same information before the clerks and others connected with the store.

"So, we put in the hands of every dealer, well in advance of the salesman's arrival, an inexpensive reproduction of the portfolio in booklet form. This booklet contains exactly the same material as the portfolio, and was enclosed in an envelope bearing this message:

This booklet is a small reproduction of a handsome, large portfolio which the Connett salesman will bring with him when he shows his fall styles. Be sure to look over with him carefully the large portfolio. Meantime, this smaller booklet will give you a general idea of the beautifully planned Connett fall advertising campaign. Show it around the store.

Before ordering your fall hats please go over with the Connett salesman the full details of the campaign and the many sales

helps we will give you for fall. By cooperating with this campaign you will increase your sales.

"These booklets, we feel, did us a great deal of good. Many dealers on entering the sample room, asked to see the portfolio, and with others it served as a reminder even though they were in too much of a hurry to go through it in detail. It also served in a measure to stimulate the cooperation of the salesmen in presenting the advertising vigorously. They knew that the dealer was already advised concerning it, and was likely to bring up the subject. Furthermore, it made it easier for them to discuss particular features, without taking time to go through a demonstration of the whole campaign."

#### All Buyers on Par

As a result, Mr. Connett states, a very satisfactory number of dealers announced their willingness to feature the branded goods for the first time, and many others are ready to do so next spring.

"There are a number of very large buyers who will not feature a manufacturer's trademark under any circumstances," Mr. Connett continued. "In many instances manufacturers hesitate to undertake national advertising for fear of alienating these valuable customers. As a matter of fact, we sell to a large number of these buyers and have had no trouble, nor do we anticipate any. In the first place, we play absolutely fair with them, listing them along with others as sources from which our hats can be obtained.

"In the second place, we continue to give them the quality in workmanship and designing skill that they require, which is the main consideration with the high-grade retailer who has made a reputation under his own name. From the dealer's point of view, our advertising is merely a powerful selling assistance that he can avail himself of or not, as he sees fit. If he doesn't need it, or doesn't want it, we have nothing to gain by trying to force it upon him, and we don't try."

The Connett experience is merely added evidence of the fact that the so-called "private brand problem" is not so difficult as it seems, if it is only approached with a reasonable degree of courage and with a little thought and common sense.



# Home Town Campaign Provides Data For Waking Up Dealers

C. U. Williams & Son Work Home Town Market and Use Results to Prove That Dealers Are Not Making the Most of Sales Opportunities

**A** GOOD many concerns, in a good many different lines of business, have struggled with the problem of getting the local dealer to live up to his opportunities. It is generally obvious enough that if he would only go after the business aggressively, instead of waiting for the business to come to him, he could earn several times the profit, and sell several times the volume of goods. The problem is, however, to make him see it that way, first of all, and then to show him how to do it. Mere preaching at him is apt to fall upon deaf ears. He needs something by way of a demonstration that the idea will actually work. And when it comes to really going out and doing it, he is likely to hesitate because he doesn't know how.

## The Problem of Dealer Cooperation

This is the report of an effort to get dealer cooperation along those lines that is proving extraordinarily successful; first, because the company demonstrated the success of the proposition itself, before recommending it to the dealer, and second, because the dealer is given specific, detailed instructions that leave him in no doubt as to how to proceed.

The firm of C. U. Williams & Son, of Bloomington, Ill., are manufacturers of Oil-O-Matic Fuel Oil Burners for household furnaces. The device is sold through local dealers and heating contractors, and requires an investment of \$500 or more on the part of the purchaser, for burner and tank equipment. Obviously not a "casual sale" proposition, but one requiring aggressive salesmanship on the part of the dealer. Also one requiring something more than the ordinary, superficial knowledge of the market. Dealers in the smaller towns were assuming that they knew all of the worth-while prospects anyway, while those in the larger cities were for the most part working with a

small clientele of "influential" prospects. Competitors were from time to time breaking in and making sales under the dealers' noses to buyers who had never been considered as prospects at all.

Early last spring the company studied this situation with a good deal of care, and came to the conclusion that the only way to discover the real buying power of the market, and to locate all of the real prospects, was by means of a house-to-house canvass. Such a canvass would provide a record for future use, and would automatically uncover a large number of "hidden" prospects. The more the company considered it, the better it looked; also the more difficult it appeared to get the local heating contractor enthused over ringing doorbells for a \$500 proposition. And even if he could be sold on the idea, the chances that he would know the best way to go about it were not very great. He would need a strong demonstration to convince him that the plan was worth trying, and a set of specifications for carrying on the campaign that would leave nothing to his imagination.

## Planning a Test Campaign

These things the company undertook to provide by working out the details of an aggressive, thirty days' house-to-house campaign, and trying it out in its own home town of Bloomington. In other words, it did exactly what it intended to recommend to its dealers, and put its theoretical campaign to the tests of actual proof under working conditions. For the month of May the company established a quota of 100 sales at retail, put on extra salesmen, instructed each man to canvass his district within ten days, and kept a careful record of results. Each canvasser was supplied with cards, to be filled out in the presence of the person interviewed with specific information as to the heating system in use, etc., together with a brief statement as to the

proposition offered and the reply given. Ten cents was paid for each card turned in properly completed. As fast as the completed cards came in they were classified to receive a specialized direct-mail follow-up and all "live" leads were turned over to a senior salesman. At the same time regular insertions were run in the local newspapers, featuring a special \$50 reduction in price for the month, which also served as the angle of approach for the canvassers.

The proof of the pudding is in the eating thereof. The company "made" its quota of 100 sales for the month, and on the third of June sent a telegram to dealers reading as follows:

## Cold Facts for Dealers

"Do you want to know full details how we sold 100 OIL-O-MATIC at retail and made \$20,000 profit during the month of May?"

Following this, the company sent out a letter describing the campaign in some detail, offering to supply dealers complete day-by-day specifications, and nailing down the argument with the summary of results shown in the table on the following page.

Figures were given demonstrating that by cutting \$50 off the selling price for thirty days, and selling twice the average monthly volume through an intensive campaign, the dealer could increase his net profit by \$10.50 per installation.

"Put the idea out to the public frankly and forcibly," said the company, "that it is the selling of 100 plants in 30 days that makes the \$50 reduction possible; the buying in a single order of 100 Oil-O-Matics and 100 tanks, the buying and cutting of 100 sets of pipes, and employing speedy, expert workmen to install 100 plants in a short period. The increased discount and the decreased cost of selling and overhead altogether total a saving of \$50 per plant, and this you must



capitalize and pass on to the customer as the central idea that will gain their attention—will give your salesmen a point of approach and a reason for canvassing each prospect. Although the final buying by 75 per cent of your customers will not depend upon this \$50 reduction, yet it will be the thing in every case that really gets your customer to seriously consider buying now. You must have a reason for your campaign.

"Adopt the methods we have outlined, carry out our suggestions in detail, and your 30-day campaign is assured success."

Now obviously enough, a proposition of this magnitude is not likely to be snapped up by dealers over night. As outlined by the company it requires the purchase of large quantities of material, the hiring of

extra help, besides an expenditure for advertising that looks formidable from the standpoint of the ordinary local dealer. But the demonstration of the results obtained by the company was convincing enough to put the proposition over. A partial list of successful 30-day campaigns is supplied by the company as follows: Milwaukee, Wis.; Peoria, Springfield, Danville, Decatur, Champaign, Streator, Joliet and Evanston, Ill.; St. Louis and Kansas City, Mo.; Omaha, Neb.; Detroit, Flint and Grand Rapids, Mich.; Canton, Ohio, and Pittsburgh, Pa. "We have dealers," says the company, "ordering burners by the carload (\$30,000 worth), and doing a business of \$50,000 a month, who took our dealership less than a year ago, and who frankly admit that it was our canvassing suggestions

and our campaign plans that made their business what it is today."

The company offers to supply dealers with complete sets of all advertisements and printed matter used, all form letters and special appeal letters, as well as copy for personal letters to meet various specific objections. It also supplies each dealer with a complete day-by-day program, beginning six days in advance of the campaign, and covering each day's activities separately. This day-by-day book is mimeographed on loose sheets for binding in a folder, so that changes can be made to fit specific conditions, and goes down to the minutest details of each day's work; when to start addressing each lot of envelopes, when to put posters in the window, when to use special appeal letters, etc. It is appreciated that the dealer has probably had little experience in conducting a campaign, and he is relieved from the necessity of planning ahead by having everything down in black and white.

#### Company Supplies Dealer Helps

A few extracts from this day-by-day program will show how completely the detail has been worked out in advance. For example:

Three days before campaign starts: Proof read newspaper ad and deliver it to paper. Finish addressing first set of 1-cent envelopes. Make arrangements with some nearby customers to let you bring friends in to see their Oil-O-Matics. Send a box of candy to the lady in each case—for the trouble. Start girl to folding and stuffing letters and ads into first set of envelopes. Carefully and personally check directory in red, showing all "able to buy" prospects. Should be one "able to buy" prospect to each seven families, or one to each 35 of population. See our page of suggestions for prizes and bonus to salesmen.

\* \* \*

First day: Be at your office before 8 a. m. Be quick and decisive. Consult your salesmen to some extent about where they wish to sell. We put up the districts one at a time, and asked "Who wants this one?" If more than one held up his hand, they matched for it. This proved satisfactory. Give them their canvassing cards, tell them just what you want on them, and that you will pay ten cents a card if properly filled out in ten days. Instruct salesmen in selling policy of your house. Give them price cards. Give them arguments and answers to the principal questions that will be asked of them. Tell them not to permit themselves to be drawn into arguments or discussions—especially on cost of oil heating, or merits or prices of other types of oil burners. Put up a bulletin board or large card in a prominent place showing number of sales each

(Continued on page 1800)

## Results of a Thirty-Day Test Campaign

Canvasses made .....	1,076
Sales accepted .....	100
Sales rejected—bad furnaces.....	9
Leads still pending at close of sale.....	76
Sales hanging upon a condition.....	30
Deferring purchase until fall—promises orders.....	41
Probable sales during next six months.....	61
Apparently certain future sales.....	101
Final answer "Can't afford it now" prospects.....	60
Purchases deferred until next year—promised orders.....	88
Possible future prospects—not dead, not live.....	178
Impossible to classify.....	2
Dead canvasses .....	430
(1) Ratio of sales per canvass.....	1 to 10
(2) Ratio of future sales per canvass.....	1 to 2½
(3) Ratio of dead canvasses.....	1 to 2½

#### Expense

Paper advertising .....	\$250.00
Total stamps .....	206.00
Printed enclosures .....	65.00
Blanks .....	10.00
Letter heads and envelopes.....	70.00
Stenographer, 4 weeks.....	80.00
Girl to fold, 4 weeks.....	48.00
1,056 cards turn-in at 10c each.....	105.60
Overhead (10% of total).....	83.46
Salesmen's commission on 100 plants.....	\$3,500.00

#### Sales Results by Days \$4,418.06

First 4 days totaled.....	4% of 100 sales
First 8 days totaled.....	9% of 100 sales
First 12 days totaled.....	16% of 100 sales
First 16 days totaled.....	25% of 100 sales
First 20 days totaled.....	35% of 100 sales
First 24 days totaled.....	44% of 100 sales
First 28 days totaled.....	72% of 100 sales
29th day totaled.....	82% of 100 sales
30th day totaled.....	100% of 100 sales

"Please note that when 6 days were left, only 45 sales had been made—then everybody began to work still harder, and made 55 sales in five working days.

"Final sales records of salesmen averaged approximately one sale to every 11 cards turned in—and the salesman who had the most cards made the most sales."

# Just Where Should An Advertising Agency's Service Stop?

By Cheltenham Bold

*If the advertising is to be a real part and parcel of the marketing plan there should be no hard and fast line where the service should stop. It should not stop short of the point where it becomes profitable to the advertiser. "Advertising, to be successful, must be built into the general structure of the business—not squirted onto it through a pastry tube." In this article Cheltenham Bold pays his compliments to those critics who assert that advertising men should devote more attention to "creative work" and let selling problems alone.*

THE argument as to the "proper limits" of advertising agency service that of late has been causing palpitations of the heart in some quarters, is in reality not so academic as it looks. It boils down in the end to a discussion of the practical question as to what an advertiser should expect from his agency, which is a very practical question indeed, both from his standpoint and from that of the agency fraternity in general.

The conception which the advertiser has of agency service largely determines the grade of service that he gets; and the advertiser who contents himself with inadequate service is the biggest factor in perpetuating the existence of the inexperienced and inefficient agent. I am not putting it any too strongly when I say that the curse of the agency business is the ease with which the title of "advertising agent" may be assumed and worn by those who have few or none of the qualifications necessary for true agency service, but are able to satisfy, for the time being, the demands of clients whose conception of advertising does not extend beyond the filling of space with pictures and text.

The notion that it is the agent's main, if not his sole function, to devote himself to "creative" work—that is, to the production of advertisements per se—letting such matters as distribution methods, sales

cooperation and manufacturing processes severely alone, is responsible for many advertising failures, and no end of wasted expense. The advertiser who expects no more than this from an agent, is most likely to employ an agent who can

could produce successful copy.

Now the obvious thing to do, of course, was to call in the copy staff, fill them full of hop, and order them to go into the silences and "create." By this process we might contrive to hold the account for six months or a year longer, and nobody could say for certain that the new copy might not miraculously turn the tide.

As a matter of fact, we re-studied our original plan, satisfied ourselves that it was based upon sound conclusions, and told the client frankly that no mere change of advertising copy would remedy a fault that obviously lay somewhere else. "The campaign was a success at first," we told him, "while you were getting distribution. But the product evidently isn't moving off the dealers' shelves. Let's find out exactly why, instead of merely guessing it's the copy." He wasn't con-

vinced, but agreed to give us a month before bringing down the ax.

I won't bore you with the details, but we discovered the trouble without great difficulty. Convincing the manufacturer was a harder proposition, but we did that too, and we also helped him to apply the remedy. Incidentally, we still have the account, and no material change has taken place in the copy.

Briefly, the story is this: The main appeal for the product in question was its delicacy of flavor. The concern was a large producer of other similar products (which were



*We succeeded in getting possession of a picture of Cheltenham Bold more recent than that published in our June issue. Though it is obvious that this was taken in a moment of relaxation, not to say contemplation, it is worthy of note that the ax is handy.*

*Note to "Anxious Inquirer": We don't know. Perhaps it was soup!*

give him nothing more—frequently with disastrous results to both.

Let me illustrate this with an experience of our own.

A year or so ago, one of our clients informed us that he was about to take his account elsewhere because he was not getting satisfactory results. The campaign, he said, had started out all right, but had fallen down seriously in later months. Unless we could produce some radical improvement in our copy, and convince him that it would bring results, he would be obliged to go to somebody who



not advertised, incidentally) and had a standardized method of packing which was most economical. To depart from the standardized method would mean added expense, and there was no apparent reason for doing it anyway.

For some reason, however, that I don't pretend to understand, this particular product lost its delicate flavor very rapidly, and acquired a rather unpleasant "tinny" taste after a week or two on the dealer's shelf. Housewives bought it once, didn't like it, and failed to repeat. We convinced the manufacturer of this by purchasing the product from various nearby sources, and assisted in conducting a series of experiments with special containers that finally removed the difficulty.

#### Functions Can't Be Circumscribed

There is nothing particularly remarkable about that incident. But suppose we had acted on the theory that manufacturing processes were none of our business, our sole duty being to "create" soul-stirring advertisements? What would have happened? In all probability the manufacturer would have wasted several thousand dollars during the next year or two in buying pretty pictures and assortments of words, together with the conviction that advertising didn't pay, and that advertising men in general were a bunch of four-flushers.

We might have painted word-pictures of that superb delicacy of flavor that would move a stone gargoyle to tears without doing anything but pile up added liabilities for the manufacturer in the form of an unfavorable reputation he would have to live down. In this case the "limits" of advertising agency service extended at least far enough to include the manufacturer's packing department, and to establish a boundary anywhere short of that would have been just neither to the manufacturer nor to ourselves.

I could relate a number of other instances in which we have found it advisable to do similar things that were not directly connected with the filling of space; such, for example, as assisting in rearranging sales territories, discussing ways and means for speeding up production of popular items, suggesting new assortments of goods, revision

of terms of sale, cutting out superfluous styles and sizes, better accounting practices, and even advice on financing.

We believe, in other words, that our clients should expect from us a service broad enough to make advertising profitable to them, and if it is not profitable to them it will not continue very long to be profitable to us. We have never succeeded in establishing any standardized "limits" for our service, and as a matter of fact we have never tried to do so.

As a matter of fact, the advertising agent who has this conception of his job in the world, cannot avoid the consideration of many subjects which have "nothing to do" with the creation of advertising copy, any more than the architect who is employed to design a building can avoid taking into account the structure of the natural foundation on which it is to rest, or its general relationship with its surroundings.

It has taken a good many years to convince business men that advertising, to be successful, must be built into the general structure of the business, instead of being squirted onto it through a pastry tube—and a sizeable number of them have not been convinced even yet. These latter can see nothing in advertising except what Joe

Weber used to refer to as "lang-wich," and when a campaign fails there is nothing to blame but the copy.

Hence the demand that the agent keep his nose to the grindstone, and his eyes glued to the beautifully embossed and deckle-edged copy paper.

Which sometimes reminds me of the movie director who had to stage a bull fight. To avoid any risk to the pulchritude of the male star, a gentle Alderney bossy was fitted out with a pair of vicious looking papier-mache horns. And when the climax of the picture caused more laughter than thrills on the part of the audience, they fired the property man for lack of creative effort, because the horns weren't more "convincing."

Please don't imagine that I am minimizing the importance of good copy. I doubt if anyone places a higher value on it than we do. But the most forceful copy in the world won't make a bull out of an Alderney cow, or bring order out of the chaos of a poorly jointed organization. The only "limit" to agency service that I am willing to recognize is the point where it becomes profitable for the advertiser to employ it, even if that involves going considerably further afield than a thesaurus and Bartlett's Familiar Quotations.

## Ad Hits Hard Time Croakers

A full page advertisement of the Shaw-Walker Company, makers of office equipment, which ran in many of the leading newspapers of the United States October 14, carries an unusual message in the interests of better business.

The advertisement represents a constructive attempt to reestablish confidence in business by showing how, in a year when many concerns retrenched on account of gloomy economic predictions, the election, unsettled international affairs, and so on, the Shaw-Walker Company set a new sales record.

"When Hard Times Called We Were 'Out'," is the headline. "They wagged their heads and rolled a weather eye," the ad continues. "'Bad year for business,' they sighed. 'Presidential election, muss in Europe, trade curves slanting

down. Guess we'd better go slow.'"

The copy goes on to tell how Shaw-Walker, while recognizing the slacking up of business, reasoned that business men, having less money to spend, must be shown how to make a smaller income go further. It told how, when hard times called, Shaw-Walker men went out in the field and fought for business and made a "dull" year into one of the best years that company has ever known in its entire twenty-five years of business.

A small box at the bottom of the advertisement, which carried a list of the five lines of Shaw-Walker equipment, and the last six or eight lines are the only parts of the copy that deal with a direct selling message for Shaw-Walker products. A full length "skyscraper" illustration completes the layout.





The good work of the best salesmen on earth can be "shot to pieces" by one letter that isn't written with a sympathetic understanding of the customer's viewpoint

## Writing the Letter That May Be Loaded with Dynamite

Ticklish Situations that Bob Up in Every Batch of Mail and How Some Sales Managers Handle Them

By C. W. Hamilton

"CROSS word puzzles and the like are a cinch compared to the problems my daily mail contains," said the sales manager of a nationally known paint and varnish manufacturer recently.

"Dealers and jobbers seem to have an idea that a sales manager is a sort of Aladdin who must just rub a magic lamp and their every wish will be granted. What a flare-back there is when they find out that after all he is just an ordinary mortal more or less bound round with the woolen string of policy.

"Here's a letter I received this morning from an old friend in Wisconsin. He is one of the first dealers I sold when on the road some twenty-five years ago. We have developed a friendship which extends beyond mere business relationship. Many a time he and I have gone hunting together, and shared the pleasures and hardships of the woods.

"Dear Ed," he starts, 'I have a favor to ask. You know I planned to put on an advertising campaign this fall in the local papers and expected to spend some \$800. The

contracts have been let and as your line of paint is to be featured in several of the ads, I think it is right your company should help pay for the campaign. I would suggest that \$50 would be about right. Won't you see to it that a check for this amount is sent to me at an early date?'

"He adds a postscript, 'Don't forget that ducks will soon be flying and you promised to spend a week end up here.'

"I have no choice in the matter. Policy insists that his request be refused. I would almost rather pay the \$50 out of my own pocket than turn him down, but it has to be done. He is going to find out that after all I am not such a 'high muck a muck' in this company as he thinks I am."

The reply which this sales manager dictated ran about like this:

It just can't be done, Frank. Suppose that one of your customers came in and asked you for \$5 as a contribution to some campaign he had evolved which you knew would help the community in general and reflect to some extent upon your own welfare. You would be inclined to dig up.

But suppose all of your customers did the same thing. It would keep you scratching gravel just to make enough money to give away. The same thing applies to me. Fifty dollars doesn't sound very big in just one case. Yet we have several hundred dealers and if we had to dig up \$50 for each one, we would be lucky to keep one jump ahead of the sheriff. However, our advertising department is at your disposal to help you prepare copy, cuts, mailing pieces or the like in this campaign. Tell me what you want in this way and you will get it.

It is probable that the dealer was big enough to understand just the sort of situation his friend, the sales manager, faced, and not to censor him too severely for the refusal. Yet, in the next day's mail, he might have received a letter from some practically unknown dealer who asked the same question and an entirely different letter would have to be written.

Bauer & Black, surgical supply manufacturers, find this request for financial aid in advertising campaigns a very ticklish situation to handle. Their policy is much the same as other manufacturers in that direct financial aid is refused, yet the facilities of the advertising department are placed at the command

of the dealer in the preparation of the copy, cuts, and other material.

"We cannot enter into any contract for local newspaper advertising nor participate in any activities of this character which involve individual instead of collective relationship with the drug trade," is the gist of the letter they send to the dealers who make this request.

"When the mail man comes into my office," said the sales promotion manufacturer of a phonograph and radio manufacturer, "he packs in a lot of high explosive material that has to be handled with care. Just a spark is going to set off some kind of a blow-up that may cost a profitable contract, or undo the work that we have planned over a long period of years. It is almost impossible to establish any hard or fast rule for handling dealers' requests!"

"One of the most frequent requests we get is 'You are advertising in local papers. I want my name put on the ad.'"

#### **Diplomacy is Necessary**

"In many of the larger cities where we have several large dealers we have a legitimate excuse in that we point out we are not using the other firm names and cannot establish a precedent by printing the name of one dealer in preference to others. But in the smaller towns where there is just one dealer handling our line, such a reply will never do. It is a pretty touchy proposition to tell a dealer that we are advertising our machines to create good-will and not to help him sell the other things that he has in his store. I usually go about it in this way: 'This advertising is simply to establish firmly in the public mind the idea that our instruments are the kind they want to buy and equal to, if not better, than most other similar products on the market. You are a long established firm in your community and your buyers know that you handle quality goods. It is not necessary to add your name to the ad to help you. We want to bring the trade to you because of the commanding position you hold, rather than by a direct appeal.'

"It's a stalling letter, I'll admit," said this sales manager, "but how else am I going to answer it? I cannot tell him that we will not do

it in just so many words. It might cause a cancellation that would reflect seriously on our business. Sometimes I evade the issue by telling them that the cuts have all been prepared and it would add too much to the cost to have them changed. But in all of these letters, I also tell them that we will be glad to furnish electrotypes with their name mortised in if they want to run a campaign individually.

"When they come back with a request for financial aid, I always tell them of the national advertising we are doing and analyze the circulation of the media we are using, point out that we are already spending more money in their territory than they have asked us to contribute and we generally find that it stops any further requests."

#### **When Someone Asks for Prices**

The question of a policy to follow in answering these mail requests and kicks is a moot one. No hard and fast rule may be established. It must be sufficiently flexible to permit of adapting to individual cases. And the man who answers it has to be a diplomat.

If he follows the course pursued by a New England manufacturer who bluntly told an inquirer that he did not find them rated in a credit agency guide and later found that the inquiry had come from the president of a very large concern with whom he had been anxious to establish business relations, it is sure to result in trouble. In this particular instance the blunt reply resulted in the one firm being placed on the black-list and regardless of the bargains it had to offer, business relations were never established, and to this day, salesmen are unable to make a dent in the purchasing agent's shield of "policy" not to buy from their house.

The J. L. Kraft Company, manufacturers of cheese, handle their products solely through wholesalers and jobbers. It is not at all unusual for them to receive a letter on blank paper, asking for jobbers' prices, and signed by some individual. These letters are studied carefully and when the reply is dictated, it is pointed out that the policy of the organization is to deal only with recognized jobbers and wholesalers and, as they do not find the writer listed in business guides, they

would appreciate a letter with some additional information.

"As a protection to wholesale grocers and jobbers generally who carry a warehouse stock of our products, we do not ship direct to the retail trade, realizing that we cannot take the cream of the business from them and expect them to give us any cooperation or service to the smaller stores in the outlying territories."

This paragraph incorporated in their reply to such a letter rather effectively points out that in order to secure a list of their discounts, the writer will have to establish himself as entitled to them. According to J. J. Wolf, sales manager, they have found that such letters for prices are often written by retailers seeking information as to the margin the jobber makes, and in some cases, jobbers have used this method of trying to check up on their policy of dealing only with the wholesale trade and jobbers.

#### **The Price Cutting Problem**

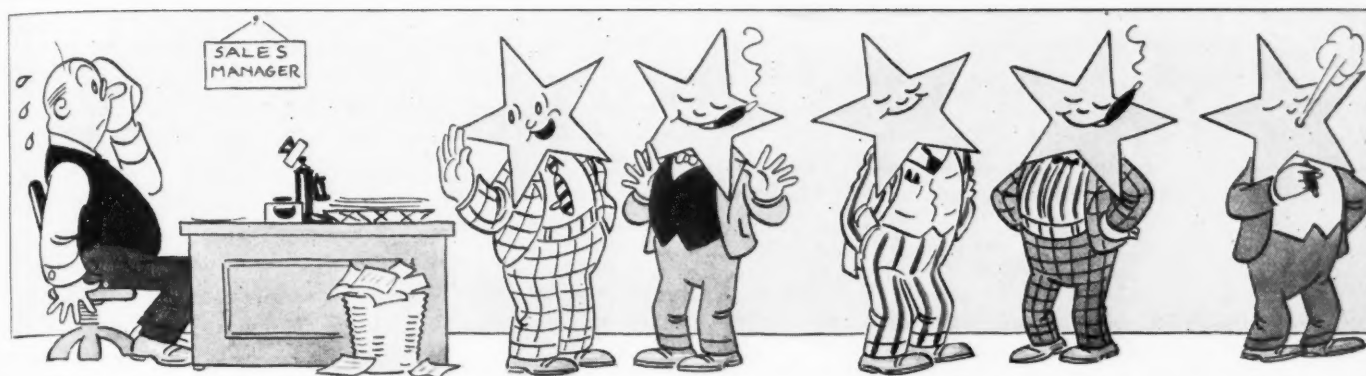
"Take for instance the territory in and around Minneapolis," said Mr. Wolf. "We have received dozens of such letters from that territory and we know that in many instances these letters came from large retailers. In one or two instances we know they came from jobbers handling our goods. If our replies had indicated that we were not averse to dealing direct, the jobbers would have been a little bit cagey about stocking our stuff and it would have shown up in the volume. Their mental calisthenics would have been 'well, if they quote prices to the retailers, they probably will sell them some time and we had better get ready to get out from under.'"

One of the most ticklish situations that a sales manager has to handle is the kick from one jobber that another jobber is not adhering to discounts. The provisions of the trade restriction laws make this a touchy proposition. The manufacturer cannot control the retail price of his goods. He can try to do it by printing the price on the carton, but when the jobber buys the goods, they are his property and he can do as he likes with them.

The Eau Claire Grocery Company of Wisconsin was charged by another jobber with underselling

*(Continued on page 1805)*





# Even the Star Salesman is Only a Part of the Constellation

An Executive Who Has Reached Up for a Few Takes Exception to the Suggestions Made by "A Star Gazing Sales Manager"

*By a Sales Manager-Astronomer*

**T**HERE is a disposition on the part of writers of a certain type of story concerning salesmen and salesmanship, to make it appear that the average sales manager has about as much spine as a plate of raspberry jello. And I suspect, as a consequence, that these tales come hot from the griddle of the salesmen themselves or, at least, from writers who have served an apprenticeship at it and sought an easier vocation.

## Brickbats to Fling

These manuscripts are written after the fashion and manner of our popular drama, and at no time have I been able to discover that the sales manager is given the hero part. He is, as a rule, cast for the deep-dyed villain who gnashes his teeth and plots against the universe. This fiction would have us believe that most sales managers are intimately related to Simon Legree, whilst the poor, mistreated salesman is either Little Eva or Uncle Tom, cowering under the lash.

"Sales Management" is doubtless truly unbiased and must open its columns to any wandering minstrel who has a couple of soft-boiled eggs to serve. For example, in the issue preceding this, there was an insidious document, "Yanking Stars from the Competitor's Firmament," which would tell the world that sales

managers are the original jelly fish and must go around with red noses because of having them tweaked by impudent star salesmen. There were no less than a half dozen anecdotes relative to star-snatching and what followed, and the moral to be drawn therefrom intimated that a superior type of salesman, one for whose services there was likely to be hot competition, could breeze into his sales manager's private office and call him seven kinds of a stewed prune. Whereupon the sales manager would settle back, cowed, in his chair, and weakly reply: "Yes, not only that, but I'm the prune's gravy, too. Take a handful of cigars out of my humidor and draw up in detail just what you want and how; I'll sign it with my eyes closed."

## Something Wrong With Picture

This writer would have you believe that the sales manager is a bucking broncho, and the star salesman a rodeo cowboy who digs his spurs into the flanks and rides that unruly and opinionated gentleman out of the circus lot and across the county line. Imagine this! It is an intimation that discipline no longer exists. Form and tradition are nicely reversed. It is the survival of the unfittest. The salesman is the real boss, and the sales manager stands around waiting to have a saddle put on his back.

Such articles as this paint the sales manager in pastel shades as a sort of colorless aenemic, cheerfully willing to be insulted if it makes good copy, and patiently suffering a finger shaken under his nose by the star performer, as if it were no more than a part of the job. There are smug stories of salesmen, high in their profession, who stride excitedly into Mr. James Addlepate Smike's office, climb on his desk, turn over the ink well, and tweak the sales manager's nose, while telling him where to get off.

## When Dignity Suffers

I proclaim this as an impossible situation. It just doesn't exist. There may be quiet talks and an occasional request, but a star salesman can be so brilliant his wife has to snuff him out at night before anybody can go to sleep, and he is as much subject to dignified discipline as an office boy. An executive is an executive. No sales manager would last half through the peach crop season, which, as I hail from Georgia, I can state, is the shortest of all, if he cultivated the habit of leaning over and pulling up his coat-tails every time a star salesman bought a new pair of brogans.

The premise of such verbal sucotash is wrong, seriously wrong, and as a sales manager who studied some astronomy in his youth and who even to this day can tell the



difference between green cheese and the moon, I hereby enter a protest. We sales managers have a certain amount of dignity to uphold. Younger salesmen, reading these stories, might attempt to follow their precepts, which would make it necessary to take them across our knees and spank 'em soundly, then and there.

A sales manager occupies a post both of importance and of honor. He ranks well up with the heads



of the institution. It is by no means unusual for a sales manager to play golf with the president of the company and to borrow matches from him during business hours. I can no more imagine a salesman throwing a set of check reins over the head of a sales manager, than I can picture him tapping the president or vice president of the concern over the bean with a fly-swatter. In this year of our Lord, A. D. 1924, the word "sales manager" still means what it implies. We MANAGE, and if any employee develops a blimp-sized ego, he is called on the carpet and put back in his place so speedily that his shoes catch fire. A sales manager accepts suggestions, but he can tighten up as completely as a seaman's knot in a storm, when a salesman suddenly gets a brainstorm and erroneously imagines that he was the chap who carried that original message to Garcia.

This story, of which complaint is made, had to do with the acquiring of star salesmen, by fair means or foul, and what transpired immediately after a hand-picked, thoroughly-seasoned organization had been assembled. The sales manager could not manage his high-powered constellation, once they

had been pulled from their high places, and set twinkling in new skies. Because the stars were Edison-Mazdas, ready to short-circuit the nicest sales manager in these here now U-nited States. They would blow out on the Boss, if not allowed to blaze their own individual heavenly trails.

Mr. Sales Manager sat at his desk, in deep perplexity, as the stars passed in sassy review. Some of them had their thumbs on their noses and all of them were just about as responsive to rules and regulations as so many porcupines.

Blah!

Here is one astronomer who has had more than a long-range, telescopic view of stars in the salesman-ship sky. It seems to be peculiarly true that the big men are far easier to handle than the amateurs and the middlin'-goods. A salesman reaches the top, as a rule, because he is well balanced, sensible, level-headed. It is the little two-by-four, the peanut-tube salesman who overestimates his personal ability and wants to dictate. You seldom catch an old hand doing it or wanting to do it. They know better.

#### Extracting Some of the Twinkle

Now and again, a star salesman will have his whims, his peculiarities. He will not be exactly easy to handle. His temperament will have bumps on it and a slight open-faced rash, but that is where the sales manager, his employer, his chief, his superior officer, in every sense of the word, must employ tact. One of the best ways on earth to break a horse of a funny streak is to allow him to run himself until he's winded.

Here is an experience of my own: Our general manager had long known of a certain star salesman, connected with a competitive house. And without saying very much about it (they had long been friends and belonged to the same golf club) negotiations were completed and this man was hired. One day he reported at my desk with a cigar thrust into the corner of his mouth and a "Hello-Little-Buttercup" expression on his complacent, flushed countenance.

"Howdy, Mr. K.," he saluted. "I suppose Mr. Tom told you about me. I'm here to do a big job for you in the selling end. I'm going

down to Atlantic City with the wife for a week of rest and from there—on the road. The next you hear from me, I'll dump some fat orders on your desk."

"Have a seat," I answered as quietly as I could. "What's that, now? A week at Atlantic City and then off on the road? But you are going to report back here for instruction, aren't you?"

"Why, no," was the snappy reply, "not me. I've been selling this line for the better part of twenty years. I know it by heart. There's nothing you can tell me that I don't know."

I could feel my blood boiling.

"There's one thing I can tell you that you may not know," I said; "namely, this: before starting out you must come to the office and have a conference with me. I want you to spend at least three days going through our plant. You must see our methods of manufacture. After, we will see how we can plot out your ground so that it will include territory where you are known. I realize that will be helpful, but, in the meanwhile, we have had two men out there and this must be straightened out and readjusted."

He gave me a look that was Grade-A Impudence.



"Say," he bawled out, "say, what's the use of my mussing around a dirty plant? And I signed up with you folks because I wanted a little more freedom than I was getting in my old place. I'm responsible to Mr. Tom, and not to you. You can't handle me as you would that bunch of school children you have, you know." Then, after a pause: "I wasn't born yesterday."

"As far as this job is concerned, you were," I replied as calmly as I could. And now about Mr. Tom, as you call him: I am the sales manager of this organization. Mr. Tom has little or nothing to do with the conduct of this department. If I can't run it, hide and hair, I'll resign, but it would be a miserable condition if we did not thoroughly understand one another, now, at the outset. I'm in charge here. What I say goes. If you can't operate under those conditions and be susceptible to the discipline of an organization, I would advise you to talk it over again with Mr. Tom."

He did.

And Mr. Tom came to see me. He thought I should use more tact in handling a new man, an important man, a salesman eagerly sought by concerns the country over. Certain allowances and exceptions must be made.

I was not five minutes in convincing Mr. Tom that a selling organization could not be conducted along those lines. It would be only a question of time before insubordination would break out all over the place. I would be the chief in name only. It would undermine my department. Back came the star, just as peppery as ever. But I



knew what to do. He played golf and I took him in my car out to my club. We played all that day, morning and afternoon, and I drubbed the life out of him. His form at golf was as punk as his temperamental form. And if there is one thing more than another that will iron out the ego in a man quicker than a game of golf, then I'd like to know what it is.

We reached an understanding on that sunny course. Nor is it necessary for every sales manager to be a Bobby Jones. So much more can be accomplished away from the atmosphere of an office in a case of this kind. It's best to get out into the "great open spaces" where the "great open faces" can exhaust their verbal monoxide freely. It amuses the caddy.

Seriously, while a firm believer in stars and their powers as pace-makers, aside from every other consideration, I have found that they are not particularly difficult to keep in line. These, I would say, are some of the essential points of procedure:

Have a thorough understanding at the inception of a business relationship. Start right. It is not easy to begin with concessions and end with discipline.

#### The Star vs. the Solar System

Learn your man. Handle him from a basis of this sympathetic understanding.

Never allow a star salesman to have privileges which are separate and apart from others in the organization.

Talk the problem over with the star. Tell him that he must assist, and play an important part, in upholding uniform morale.

Be wholly responsible for hiring stars; when someone else does it, particularly a high executive, the difficulties are vastly increased.

Have it in the contract that certain observances and rules must be always inviolate.

Look up the personal record of your man before you take him on. However much of a star he may be, as a salesman his disposition and his habits may be impossible.

It was in the summer of year before last that we acquired five star salesmen at one lusty gulp. It was made necessary by the addition of a novelty to our line, and it had been agreed that a separate, high-caliber sales force must be hastily assembled in its exclusive behalf. These men, seasoned veterans, must be in a position to go out and in a single season put their goods on the map.

I was chosen as the lion-tamer. We had big money to spend for talent and the selected salesmen were top-notchers, each with an

enviable record of achievement. In my talks with them, I could see that they were set in their ways, profoundly self-conscious of their own ability, and possessed of no small volume of egotism. But there is something at once mysterious and inexorable about the selling end: no man, no group of men, can be stronger than the company as a whole. No man, no group of men, represent a self-sufficient quantity. After all, it's the House. That is



why I have never been very much alarmed over temperamental salesmen. It isn't necessary to be either over-indulgent or strong-armed. There is a safe middle course, which is the one sublime solution.

And I'll tell you what it is. I refer these facts to the author of that amazing document which undertook to make us all believe that star salesmen drive sales managers around the circus lot, like so many charioteers, at Prof. Gentry's dog and pony circus.

One of my new men suffered from the I-want-to-do-it-my-way complex. Advice to him was as welcome as a platter of potato bug poison. Another was forever playing-down to me, as if he knew he amounted to a great deal more, but, in order to save my feelings, would not openly admit it. I could not make the bunch agree on a set policy for all. As fast as I would get one or two into the pen, the others would break out by smashing several slats.

"All right," I finally declared, "suppose we try it this way for exactly two months: each man go it alone and after his own ideas. Personally, I know this to be the wrong

(Continued on page 1809)



# How to Start a Sales Managers' Association

By J. C. Aspley

Editor, SALES MANAGEMENT Magazine

THE editorial, "Join a Sales Managers' Association—If You Haven't One in Town—Start One," which appeared in the September issue of "Sales Management," has brought a number of requests for help in organizing clubs in towns where the sales managers have not, as yet, made any effort to get together for a mutual exchange of ideas and methods on an organized basis.

Subscribers in Indianapolis, Hartford, Omaha, Pittsburgh and several other cities have written in offering to start a movement in their towns towards the organization of a sales managers' club.

Doubtless there are many other sales managers who would like to take the lead in bringing about an organization of sales managers in their own communities.

## How to Start the Ball Rolling

For those sales managers we are reprinting an article on the organization of a sales managers' association which appeared in "Sales Management" for June, 1920.

All that is necessary to start a sales managers' club is the inclination. Sound out two or three of your sales manager friends. Sell them the idea. Then ask them to meet you at luncheon to talk the matter over. It is best if one of these friends is a sales manager of local repute, and of sufficient personality to bring together men engaged in competitive work. The success or failure of the whole undertaking hinges on the local standing of these wheel horses.

If the consensus of opinion at this preliminary meeting is in favor of undertaking the organization of a club, the next step is to line up the charter members. Here again it is important that the right sort of men be selected. Pick out the live wires—open-minded fellows who are willing to swap experiences. There is no room in a sales

managers' club for the sponge-like individual who is out to get all the other fellow's ideas without giving any in return. You want men who are big enough to know that they don't know it all and who can be depended upon to get behind the undertaking and carry it through to a successful conclusion.

Fortunately, most sales managers of the modern school measure up to these dimensions. There is hardly a business center that does not possess at least ten men with these qualifications, and ten are plenty for a start. If there is any doubt in your minds as to which sales managers in town to ask, "Sales Management" will be glad to help you. Our list of paid subscribers represents the liveliest and most progressive sales executives. As a class they are men who value the other man's experience, and who realize that only by the interchange of ideas and experience can full progress be made. We will not only be glad to furnish you with this list, but if you wish we will be glad to write each of our subscribers within a reasonable radius of your locality advising them that a club is being projected and suggesting that they get in touch with you or your committee. We have been able to help several clubs get started in this way, and we will be glad to extend the same cooperation to you without cost or obligation.

An organization meeting should then be called and a charter applied for. It is best to call in a lawyer here as this work involves a certain amount of legal detail. By-laws should be drafted. The following are suggested as a model, if the organization is to be of unlimited membership:

## ARTICLE I.

### NAME

The name of this organization shall be "THE SALES MANAGERS' ASSOCIATION of .....

## ARTICLE II

### OBJECT

The object of the organization shall be the advancement of salesmanship, the encouragement of fellowship, reciprocity and cooperation among sales managers, to the end that effective and ethical selling plans and methods may be established, and the interchange of ideas encouraged.

## ARTICLE III

### MEMBERSHIP

Section 1. Membership shall be divided into two classes: Resident and Non-Resident Members.

Section 2. Resident Members: Any member of a business firm or official of industrial or other corporation in..... or vicinity, or head of the sales department or producing end of the business, may be eligible for active membership.

Section 3. Non-Resident Members: Any person fulfilling the qualifications as noted above, residing outside of a radius of 50 miles from the..... may be eligible for Non-Resident membership, and shall enjoy all the rights of resident membership.

## ARTICLE IV

### APPLICATION FOR MEMBERSHIP

All applications for membership shall be made by the candidate in writing, same to be presented by a member of this Association in good standing. All applications shall then be referred to and acted upon by the Membership Committee.

## ARTICLE V

### DUES

The dues of Resident Members shall be .....per year.

The dues include cost of the monthly dinners arranged for under the direction of the proper committee.

## ARTICLE VI

### MEETINGS

Section 1. Meetings of the Association shall be held on the third Monday of each month, except June, July, August and September. Meetings of the Executive Committee may be held during the same months or at other times subject to the call of the President.

Section 2. The Annual Meeting of the Association shall be held in November of each year.

## ARTICLE VII

### OFFICERS

The officers of this Association shall be a President, Vice President, a Secretary, a Treasurer and five other members of the Association—these five members and the elective officers (except the Secretary) and the two preceding past Presidents, shall constitute the Executive Committee, and all of

(Continued on page 1803)



# Seven billion dollars' worth of textile products are sold every year

*Clothing and Textile products  
advertised by the  
J. Walter Thompson Company*

*Barbour's Linen Thread  
Butterick Patterns  
Carter's Knit Underwear  
Corticelli Silks  
David & John Anderson Gingham  
Peace Dale Yarns  
President Suspenders  
Shelton Looms Products  
"U. S." Raynsters  
Waterside Corduroy*

**M**ANY of these are staples—with a value following closely the cost of raw materials and labor.

In sharp contrast are the highly developed style creations where intrinsic cost is but a small fraction of the selling price.

Between these two extremes lie the products of mass production—where materials and style both play a part in determining price.

For each of these groups the selling problem is different. But to each of them advertising offers a way to secure that stability of demand, which is such an important factor in maintaining volume. And by using this force textile manufacturers today are winning the same sort of leadership that has already been achieved by successful advertisers in other fields.

If you make a textile product, the experience of the J. Walter Thompson Company in this and kindred fields will help you sell in greater volume.

**J. WALTER THOMPSON CO.**  
**ADVERTISING**      **NEW YORK   CHICAGO   BOSTON   CINCINNATI**  
   **SAN FRANCISCO   LONDON**

# • • • Where the Rate Card Ends

## A cautious announcement of a Merchandising Service

AN AGENCY representative is speaking to a News solicitor in the former's office: "What circulation have you got now?" "Over eight hundred thousand. The rates are based on 750,000."

"That's fair enough. Now how about a little co-operation?"

"How little do you want?"

"Well, we have a questionnaire here to feel out the field. Only about thirty-seven questions. Calls on five hundred dealers will be about right, and it's very important that we get this dope by next Wednesday."

"I see," says the News solicitor.

"Then we'd like to have you send out a letter and a broadside to all the prospective dealers in New York, and let us have some men to make calls with our client's salesmen. Now we've also got a window trim that's a wow. You might put in a couple of thousand for us."

The News solicitor somehow conveys to the agency representative the fact that The News is not in a position to satisfy his requests. Often the agency representative protests that some other newspaper in New York has done or is willing to do the things he asks. Then the News solicitor must usually begin to sell him all over again the fact that our business is limited solely to furnishing white space at the lowest rate in the paper that has the largest daily circulation in America—and let it go at that.

\* \* \*

IT IS a curious inconsistency that the advertiser, who has mainly been responsible for stopping the publisher from getting subscriptions by giving premiums, should insist that the publisher give all sorts of premiums to get advertising.

The A. B. C. report is a definite, inflexible statement that has greatly discouraged the ancient practice of getting readers by giving parlor clocks, dishes, magazine subscriptions, armchairs, library sets, oil paintings, real estate, trips to somewhere, fountain pens, admissions to the County Fair, life insurance, bicycles, chances to win a goat or a reputation.

But a rate card, although it is prepared in the four A form and reads plainly "per agate line" is sometimes assumed by advertisers to include copy and art service, plates, mats, mortgages on the front page, research, trade

surveys, route lists, sales work, direct mail, window trimming, posters and counter displays, and free passes to a dog show.

*All or any of these items are occasionally requested by the advertiser as "co-operation." And the mention of "merchandising service" on the part of the publisher is sometimes interpreted as an admission of altruism.*

The News does not give such forms of "co-operation." We find it difficult enough to somehow run a newspaper without carrying on various side lines and perquisites. We limit our co-operation to getting out the best possible paper we can, to giving the most circulation at the lowest possible rate and to taking care of all advertisers impartially.

Some newspapers do give many of the extras mentioned above. Many advertisers forget that it is impossible to get something for nothing—even from a publisher. These extras are frequently covered by a rate that includes them as well as white space and circulation.

## WE ARE now giving to some National advertisers a cautious, conservative and limited form of "merchandising service."

This service consists of the services of three men—two actively and one in an advisory capacity. One of these men has had several years' experience with merchandising and merchandising campaigns. He has written merchandising plans, and sometimes helped to carry them out. He knows something of this market. Out of his experiences he remembers chiefly the mistakes that were made, the precautions that were not taken, the oversights in the product, prices, selling methods, and advertising.

The second man, who is actively in charge of this work, has had a splendid education in economics and business practice, some selling experience, some merchandising experience and an exhaustive acquaintance with the New York City market, gained chiefly by making on foot a census of retail stores in all parts of the city over a period of five months. He knows something of market analysis, distribution and selling methods, and advertising.

The third man has been a specialty salesman and trade investigator.

There is no impressive field force. We believe that the only worthwhile merchandising service we can give is our knowledge, experience, and judgment, and not cheap foot work, mechanical motions, routine activities! We do not believe in duplicating the advertiser's own efforts in selling the market, nor in furnishing subsidiaries to a sales campaign.

We will not make hundreds of calls on retailers to get information on questionnaires that are often involved and darkly mysterious. If you want trade information on New York City and as an advertiser are entitled to it, we will try to supply it if we are able. State your problem fully and tell what you want to know. Don't send an



elaborate questionnaire and demand a certain quota of calls on the promise of hypothetical campaigns from dark horse advertisers.

We will not sell goods for anybody.

We will not furnish or mail broadsides, form letters, or window posters, nor distribute, book orders or check up on window displays.

BUT to an advertiser who will expend what in our judgment is the proper amount of effort to achieve the end he has in mind in this market—and who will place with us an adequate contract for space in The News, we will try to do the following things:

- (1) Ascertain and advise on market conditions.
- (2) Help to plan or advise on selling campaigns.
- (3) Furnish comprehensive district maps that show the purchasing power, density and type of population.
- (4) Arrange introductions to jobbers, brokers, or make jobbing connections.
- (5) Loan route lists for the use of the advertiser's salesmen.
- (6) Address sales meetings and make sufficient calls with salesmen to show them how to merchandise the advertising.
- (7) Check up on sales work.

\* \* \*

THUS FAR, what we call our Merchandising Service has been very successful. We believe it is worthwhile, and so do some of the advertisers who have experienced it. It does not increase our cost of doing business or compel us to charge a higher rate. We will maintain it if we can help the advertiser get more business in New York, avoid mistakes or expense; and if it will make more advertisers for The News. But we will not maintain it as a premium to be bought instead of the medium.

Requests for this sort of service from present or prospective advertisers in The News are invited.

Have you read TELL IT TO SWEENEY? This series has been issued in folder form. Write for it!

**THE NEWS**  
New York's Picture Newspaper

25 Park Place, New York  
7 S. Dearborn St., Chicago



# When the Buyer Comes to "Papa"

*Reported by a Member of The Dartnell Editorial Staff*

The Fourth of a Series of Articles on Industrial Selling

"**N**OW if George here doesn't treat you right, just you let me know!" The visiting High Mogul of the company is merely indulging in a little affectionate "kidding," for the benefit of both the prospect and the local representative. What he means, of course, is to imply that George is an extremely efficient salesman; and there isn't the remotest possibility that he won't "treat the prospect right." Also it serves as a kind of tonic slap on the back for the salesman. The notion that it may be taken seriously and literally doesn't enter into the calculations.

If you have ever sat in the purchasing agent's seat, as I have, you will recognize the above remark immediately. It is one of the easiest and the most obvious things for a big executive to say when he comes around to make the acquaintance of a big buyer, or to assist the local man in closing a big contract. It looks so innocent and innocuous, and is intended merely to promote pleasant feelings all around; but, take it from me, it is loaded with several varieties of grief. For it generally happens that sooner or later something is going to arise which leads the prospect to remember the invitation, and to try going over the local salesman's head.

## Going Over the Salesman's Head

In the technical field there are certain industries right now in which local representation cuts practically no figure at all, because the big buyers have acquired the habit of going to "headquarters." In at least one important line the local representative has been overshadowed to the point where he is little more than a salesman of second-hand equipment, new installations usually requiring the expensive attention of a whole retinue of higher officials who are neglecting something else to dance attendance on consulting engineers and purchasing officials.

Frankly, I am uncompromisingly "agin" the system, often practiced,



Even though big industries order in quantities that warrant the president's personal attention, there is always the danger of robbing the salesman of his efficiency when the boss interviews the buyer

of bringing in the higher officials of a company to assist in closing sales that look doubtful. I admit cheerfully enough that sales are frequently made this way that might otherwise be lost to competitors. Buyers are often flattered by the personal attention of the president or vice president or some other high factotum, and frequently it helps to inject a new and forceful personality into the negotiations.

Admitting all that, however, I am convinced that this method in the long run produces ten times as much harm as it does good. It seriously weakens, and sometimes ruins, the morale of the local salesman. It wastes the time of men who are paid to attend to more important duties, and compels them to give attention to details that are outside their province. And it often means loss of sales entirely, because the local man is not in touch with conditions.

For bear this in mind—the customer who has once been flattered by receiving the personal attention of the High Mogul is quite likely thereafter to demand the same attention, and to decline to "bother with" the local man. And when you

get fifty customers or so into this agreeable habit, you can readily see what happens.

There is something almost ludicrous in the spectacle of the president of a big industrial corporation gathering a retinue of specialists and hopping on the train to call on a buyer who has announced without any previous warning that he is in the market. Yet this is exactly what happens, time and time again, in many different lines of business which sell to the big, industrial buyers.

I'll cheerfully admit, furthermore, that there are many lines of business in which it is practically impossible to close sales without the assistance of somebody "higher up." There are some lines, particularly in the technical field, where the local salesman cannot possibly keep abreast of all the improvements in design and construction, and the specific application to the prospect's requirements must be handled by somebody who comes direct from the factory.

Such cases are common enough, where the big executive is compelled to "butt into" the sale eventually. And when he does so, he



needs to watch his step and watch his tongue, so as to avoid weakening the morale of the salesman, or destroying his usefulness as a point of contact with the customer. I know many big men in the industrial field who can do this to perfection, never giving the prospect the idea that they are superseding the local man, or making the salesman feel that he is being overshadowed.

And I know of others who put the salesman clear out of the picture, when they take hold of a situation of this kind, totally destroying his value as a point of contact for the future. Also they stick their necks into a noose from which they never can get them out, for hereafter the prospect is going to call on Mr. Soandso for information and not waste his time with the local man, who is a fellow of no authority anyway.

#### **Local Influence is Lost**

What this means, of course, is that the local man automatically ceases to perform what is in many lines his most important function: that of keeping in constant touch with what is going on in his territory, keeping headquarters advised as to plans that are being considered for future development, and ironing out all the preliminary details. In order to do this he has got to have the confidence of the buyers on his prospect list, and they have got to be in the habit of going to him for information instead of writing out to the factory to ask when "Mr. Whosit is going to be in town again."

Here is the way it often works out in practice. A firm of consulting engineers, let us say, is working out specifications for some client who wants to increase his plant capacity, and the proposition involves the purchase of power plant equipment. There are two manufacturers from whom they want detailed estimates. In one case they are used to dealing with Mr. Whosis, the vice president out at the factory, and the local man is a nonentity in their estimation. So Mr. V. P. gets a letter, asking for information which he isn't qualified to supply at first hand, and which applies to local conditions with which he is not familiar.

With the other manufacturer, they are used to dealing through

the local salesman, and they get him on the telephone. While Whosis is dictating a letter to his local salesman, telling him to go up there to try to find out what it is all about, the rival outfit has taken care of the inquiry, and is working about six jumps in advance. Who runs the better chance of getting the business?

The big executive who begins the practice of butting in on sales procedure is likely never to be able to stop it. Once he has given a prospect the idea that the local man is little more than an errand boy, and held out the invitation to come direct to papa for service, his goose is cooked so far as that prospect is concerned.

Nine times out of ten the prospect will keep right on coming to papa, and Mr. Executive may find that he is getting to be more or less of a glorified errand boy himself. He will waste a lot of time doing things that somebody else can do a lot better, and in the meantime his own proper work is being interfered with. Meanwhile, he is shooting the morale of the sales force full of holes, sowing a voluminous crop of grievances, and destroying the company's immediate points of contact with its market. Once started, the thing is difficult, if not impossible to stop, because the prospect is likely to be sore if the great man turns him down after once having beamed upon him. The best way in the world to lose a customer is to make him feel that his business is slighted.

#### **The Right Kind of Contact**

On the other hand, I believe firmly that the higher executives of a company should keep more closely in contact with customers and prospects than they often do, meeting the trade personally. I don't know of anything that increases the good will towards a house any more definitely than an occasional visit with the big chief, if he happens to possess a real personality.

It is time well invested for the big executive to spend several days a month, simply calling on the big buyers in company with the local representative, if, as I said before, he watches his step and watches his tongue. The important point is not to trespass on ground that is the rightful province of the local

man, and to say nothing that will impair the buyer's confidence in him.

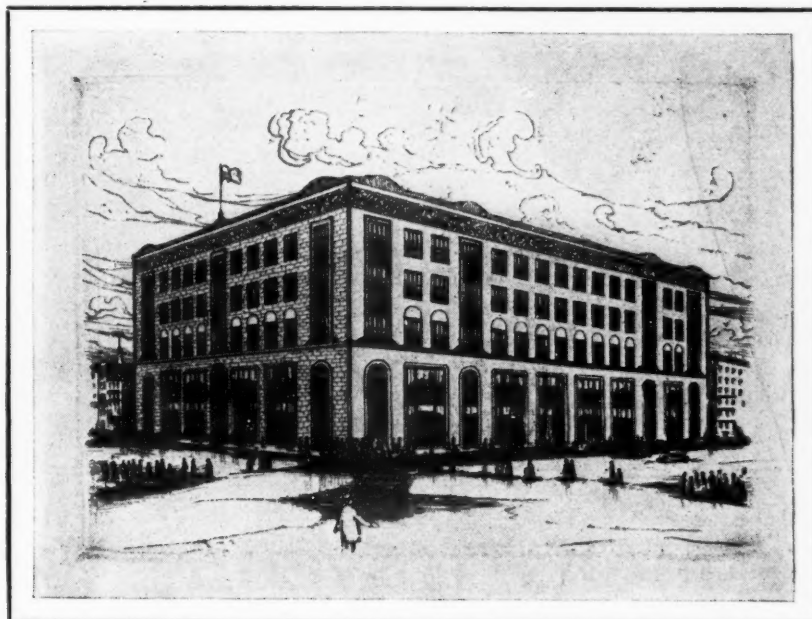
If he uses ordinary tact, he can enhance the salesman's standing with the buyer enormously, and at the same time increase the salesman's individual morale. Above all, he should avoid any invitation or suggestion to go over the salesman's head. Even when he is there for the specific purpose of closing a sale, he can emphasize the local man as to the point of contact by passing questions along to him for answer, and deferring to him on points that properly belong in his province.

#### **A Dangerous Practice**

It is only human nature, after all, for the big executive to take pride in his ability to close sales, and to enjoy exercising it. It is also human nature for the buyer to feel flattered when he is told that his business is so important that the big chief attends to it personally. And it sometimes looks like the line of least resistance to take advantage of this fact. It often happens, however, that the mixture of the two elements produces a compound that is corrosive of sales morale and executive efficiency. And when the practice is once started it can seldom be stopped without a dangerous risk of losing the customer entirely.

Manufacturers from all parts of the United States who engage in foreign business, met in New York City October 22, for the fifteenth annual convention of the American Manufacturers' Export Association. Convention discussion centered chiefly in European markets, but opportunities for the development of the Mexican market were also emphasized.

Among the speakers for the meeting were: J. H. Seiderman, manager of the foreign division, Famous Players-Laskey Corporation, "Motion Picture Distribution Abroad"; Edward P. Rizer, chairman of the board, the Vacuum Oil Company, "Petroleum in Export Trade"; E. D. Kilburn, vice president, Westinghouse Electric International Company, "Electrical Exporting"; Colonel Fred Cardway, international distributor of Pierce-Arrow, Peerless and Haynes motor cars, "American Automotive World Competition."



## Results Built This Plant

**T**HE new \$2,000,000 home of The Milwaukee Journal is the largest newspaper plant in the Northwest and there is none more efficient in America. Entirely occupied by The Journal, this plant is designed, constructed and equipped to make possible still greater newspaper service to readers and advertisers.

**T**he new Milwaukee Journal plant is the result of forty-two years of consistent effort to give Wisconsin people an unexcelled newspaper. By affording advertisers in the Milwaukee-Wisconsin market an oppor-

tunity to get the greatest possible volume of results at the lowest cost per sale, The Journal has itself made remarkable progress.

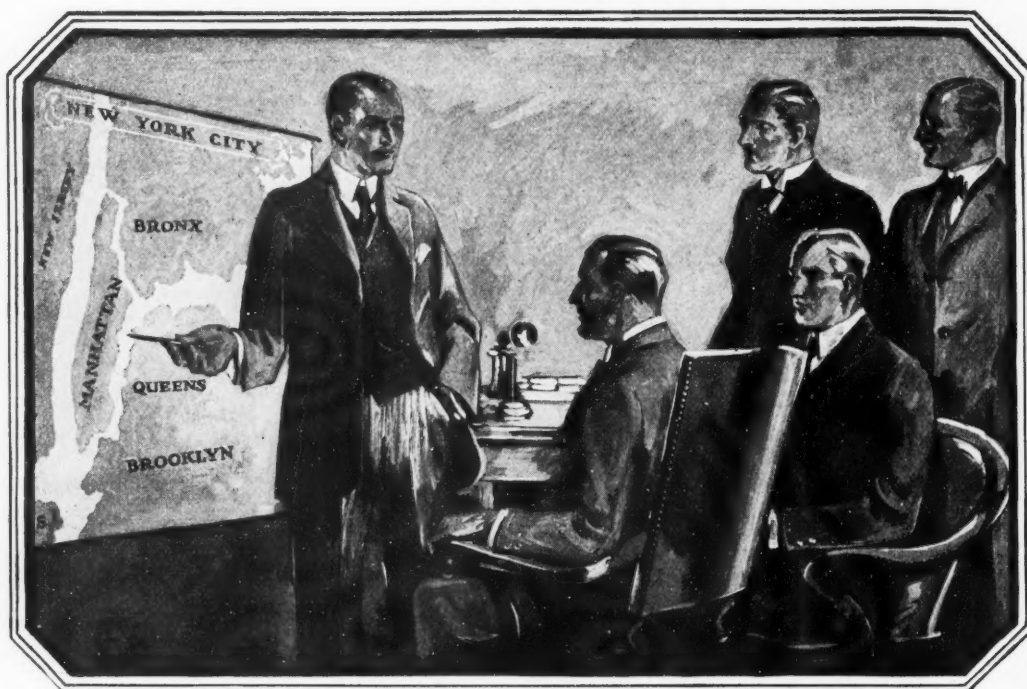
**T**he Journal's new home is tangible evidence of the advertisers' valuation of this newspaper. It assures a bigger and a better newspaper with an even more extensive influence on the prosperous market which The Journal covers so thoroughly.

**I**n the future even more than in the past, your advertising dollars will go farther when concentrated in Wisconsin's foremost newspaper.

**Y**OU are cordially invited to inspect The Journal's new plant when in Milwaukee. Here you will find many original developments in newspaper making which are already attracting nationwide interest.

**The Milwaukee  
JOURNAL  
FIRST - by Merit**





**"Our salesmen's traveling expenses have been reduced to five cent fares—**



*Interborough Lines serve Manhattan, the Bronx, Brooklyn, Queens and Staten Island (the latter via the South Ferry station). The ENTIRE city of New York can be covered on five cent fares!*

**Y**et—in New York City we are reaching more consumers than live in the States of Florida, Kansas, West Virginia, Oregon and Montana combined! These five great States have a total area of 408,690 square miles, whereas, New York City is confined to only 327 square miles!

"With the aid of Interborough Subway and Elevated Car Card and Poster Advertising, we are displaying our goods in *full color and big space*, before a daily audience of over 3,000,000 far-riding passengers!

"In this wealthy and highly concentrated market we are getting far better results than if we had scattered a bigger appropriation over a larger expanse of territory, and attempted to follow it up with crews of expensive 'Pullman' salesmen!

"Gentlemen, it is the best advertising buy in the country today!"

**"People—Not Territory—  
Produce Sales!"**



*More than 125,000 Retailers and over 14,500 Wholesalers are located in the City of New York. Salesmen can live at home and keep in PERSONAL contact with this trade!*

# INTERBOROUGH ADVERTISING

*(Exclusively Subway & Elevated)*

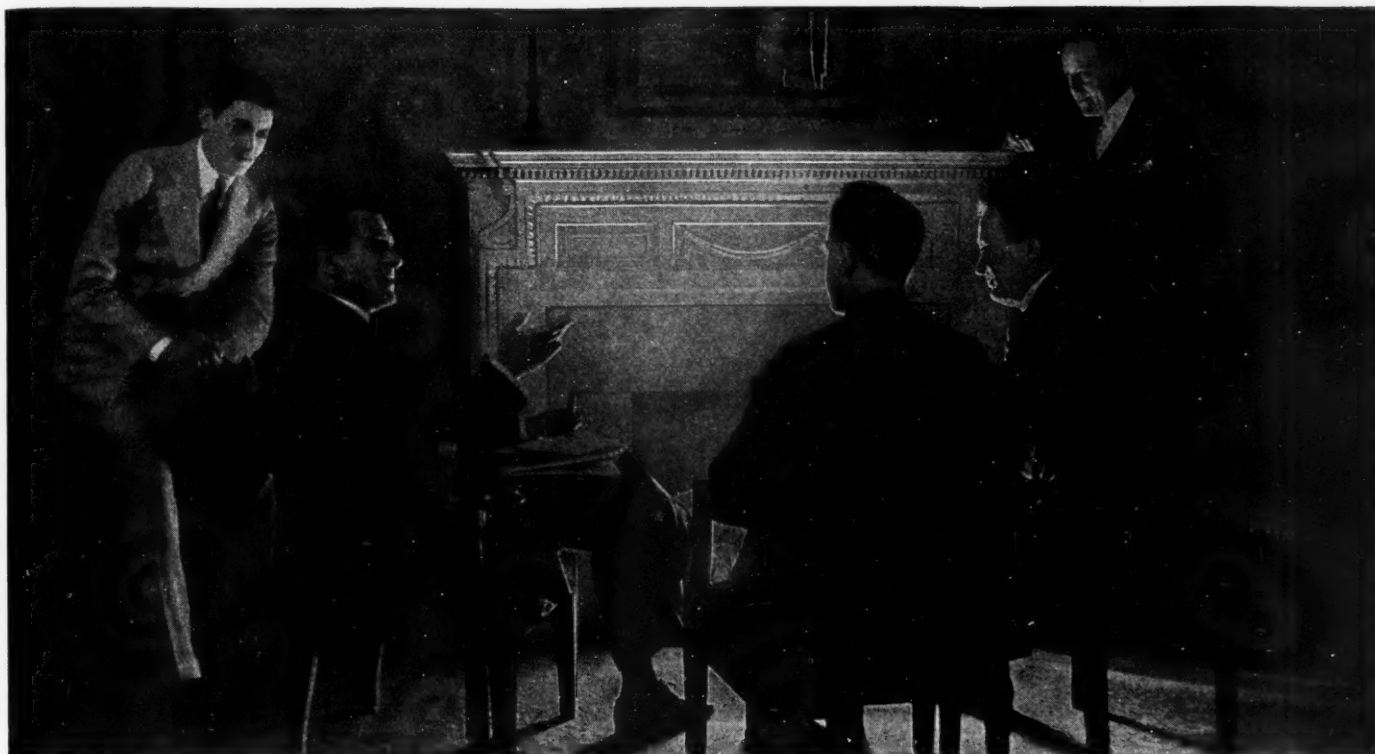
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50  
UNION  
SQUARE

## ARTEMAS WARD, Inc.

NEW  
YORK  
N.Y.





# What Kind of a Bulletin Will Salesmen Really Read?

*By Eugene Whitmore*

**A** NEW man had been hired to prepare the bulletins for salesmen. He was hired, not because of his selling experience, but because he had written a few "pieces" for various magazines and newspapers. He "felt the call" for literary work and was sure he could get out the salesmen's bulletin.

His boss was a practical sales manager—a man who knew salesmen. When the bright young man came in with his first batch of copy the sales manager said:

"We have a couple of salesmen in the office today. They're over in the sample room now—go over and read this stuff aloud to them and see what they think."

Here is what he read:

"Gather up closely, boys, and listen whilst we spill a few thoughts on the great profession of salesmanship. Salesmanship was first practiced when the first man walked out of his cave and traded his big stick for bear hide. That was salesmanship because our old friend, the cave

man, convinced his neighbor that his big stick was more useful than the said neighbor's bear-hide.

"Salesmanship has progressed down through the ages until today it is a matter of service. Service is the watchword of the modern salesman. Service is the cry that is heard throughout the broad stretches of this great land of ours. The salesman who gives service succeeds. He must serve before he profits. It is service that oils the wheels of our great industrial organizations and keeps the smokestacks smoking."

That was as far as the bright young man was allowed to proceed.

"Applesauce!" groaned one of the salesmen, as he turned to his friend and said, "By the way, I sold the sweetest order last week that I've turned in many a day. You know old man Smithers, the buyer at Johnson Brothers? Been calling on him for two years, and just found a line of argument that happened to hit him where he lives."

And then the salesman proceeded to outline the plan used to sell old

man Smithers. But the bright young man didn't realize that he was listening to a hot news story of a real sale—stuff that would make the very finest sort of copy for the salesman's bulletin.

Here were two men interested in selling and eager for each other's experience, yet the house bulletin was going out each week filled with gush and palaver about "service," "success," "ideals," and all that sort of thing.

When two salesmen meet each other, it is a safe bet that they will ask one of the two following questions: "How's business?" or "What's the news?"

The answers to these two questions form the best theme or topic for discussion in bulletins that go out to salesmen.

In writing bulletins for salesmen it should be remembered that the salesman is most interested in what other salesmen are doing, what sales they are making, how his own sales compare with those of other members of the sales force, and



## How to Make Your Salesmen's Bulletins Interesting

A very successful editor of publications for salesmen says: Assume that your readers are men. Don't insult them by calling them the "boys on the firing line."

Remember that salesmen want the news, not preaching. Instead of telling a salesman that he ought to work on Saturdays, tell how another salesman is making a record by working on Saturdays.

Telling what the other salesmen are selling isn't enough; tell them *how* they are selling.

Bear in mind that most salesmen's bulletins are thrown away because the editor mistakes "inspiration" for information.

If you must "preach," have an editorial column and do your preaching there. Don't mix advice with news.

what new ideas or plans are being used by other salesmen.

If every paragraph that is written for a salesman's bulletin is judged by these two questions, there will be no danger of writing bulletins that the salesmen will not read.

The picture accompanying this article is an admirable illustration for getting the news flavor into a bulletin. These pictures were used by Ray Goetze of the National Sales Agency, and are used at the top of the salesmen's bulletins. During the summer time a front porch is used, and the bulletin is called "The Fidelity Front Porch." Under this line, which is printed in large type, the following phrase appears, "Where we talk things over."

In the winter the fireside picture is used, and the bulletin is called, "The Fidelity Fireside."

### Stick to News

There is very little, if any, "preaching" in the bulletins sent out by Mr. Goetze. They stick closely to straight news items which the salesmen would naturally talk about were they gathered together for an informal meeting such as is pictured at the top of each bulletin.

There are so many things of real interest happening in the average sales department, that it is difficult to understand why so many bulletins to salesmen are filled with material such as the following, which was clipped from a bulletin being sent out to a large group of insurance salesmen:

"The successful fisherman does not fish with a bare hook; and if his bait grows stale he renews it.

This he can do without falling overboard.

"Fishing is a means to an end. The object is not fishing but catching. Thus it is with the agent. He canvasses in order to insure, and he cannot insure unless he adopts appropriate methods adapted to the needs of each prospect. And he must always be original and fresh, or he will be an unsuccessful fisher of men."

Contrast this with the following item, which is clipped from a page in a recent bulletin of the McCaskey Register Company, which starts like this:

### Giving Usable Ideas

"F. M. Vaiden, Division 3, drove up to a store and met another salesman who said, 'You are losing your time calling on that bird.' Nevertheless, Vaiden entered the store and found his man."

Then the article goes on to describe exactly how the sale was made, even giving the approach used by Mr. Vaiden.

I do not believe there is a single salesman in the entire sales force of the McCaskey Register Company who will not read this story from beginning to end. What's more, after he reads it, he will have received an idea that may help him make a sale the same day he reads the story.

In an old issue of the Todd Protectograph weekly bulletin to salesmen, there is another idea which can be used constantly in writing to salesmen. In this bulletin there are fourteen answers to the common objection, "Your price is too high;

I can buy a machine similar to yours for less money."

Not long ago the writer was calling on a salesman in St. Louis, when the morning mail came in. When he saw a certain envelope he asked to be excused for a moment, and stopped to read the weekly issue of the house bulletin. When I saw him make several notes in a little notebook, I asked him what it was, and he showed me the bulletin. In this bulletin was a suggestion for selling a certain line of trade which he had never called upon, and he was making a note to have his secretary make up a list of every business house in this particular line in St. Louis. His comment was, "If these other salesmen can sell undertakers (which was the line of business mentioned), I can sell them too, and for the last six months the bulletin has been full of items about selling to undertakers. I am going to see what I can do."

### Where to Find Material

When a salesman reads the bulletins from the house in that spirit, there is not the slightest doubt but what the bulletin is worth all it costs, and in many cases much more than it costs.

While it is true that news of what other salesmen are doing should be given the greatest amount of space in the average bulletin to salesmen, it is equally true that there are hundreds of other topics which can be used in sales bulletins to relieve the monotony. For instance, I have before me a recent issue of the Toledo System, a bulletin for the salesmen of the Toledo Scale Company. In this bulletin there are eight pictures of different processes for finishing Toledo scales, together with some well written descriptions of the various processes in finishing. This bulletin serves the double purpose of giving the salesman an education in manufacturing processes, and of giving him a selling tool which he can show to prospects.

A sales manager with whom I was talking recently told me that he just returned from a trip made for the purpose of visiting salesmen. He said that he was surprised at the lack of knowledge regarding the company's history displayed by many salesmen. This sales manager is running a brief history of

(Continued on page 1810)

# Centralizing Sales Effort

THE Indianapolis Radius (Indianapolis and the seventy mile radius) is a prosperous, compact, responsive market of 1,992,713 population. Concentrated sales effort here yields best returns per dollar.

## The Market

**POPULATION:** Indianapolis has 358,760 people; its city and suburban trading area has 800,000. The Indianapolis Radius, the city and its 70-mile zone, has 1,992,713.

**CHARACTER:** In the Indianapolis Radius are productive farms, and busy factories. This territory is crisscrossed with a network of interurbans, steam roads, bus lines, and highways. It costs less to cover this market with salesmen.

**BUYING POWER:** 21st in population, Indianapolis stands 13th in volume of retail sales. The buying power of the city is augmented by the daily influx of suburban buyers. Diversified industry stabilizes that buying power.

## The Medium

**CIRCULATION:** The Indianapolis News has 80,725 circulation within the city carrier delivery limits; the suburban trading territory absorbs an extra 24,184 copies. The total circulation is 128,400.

**CHARACTER:** The News is delivered to the home. It has more home delivered circulation in Indianapolis than both other Indianapolis papers combined. It is delivered on rural routes in the Radius by motor cars the afternoon of publication. It is THE Hoosier family newspaper.

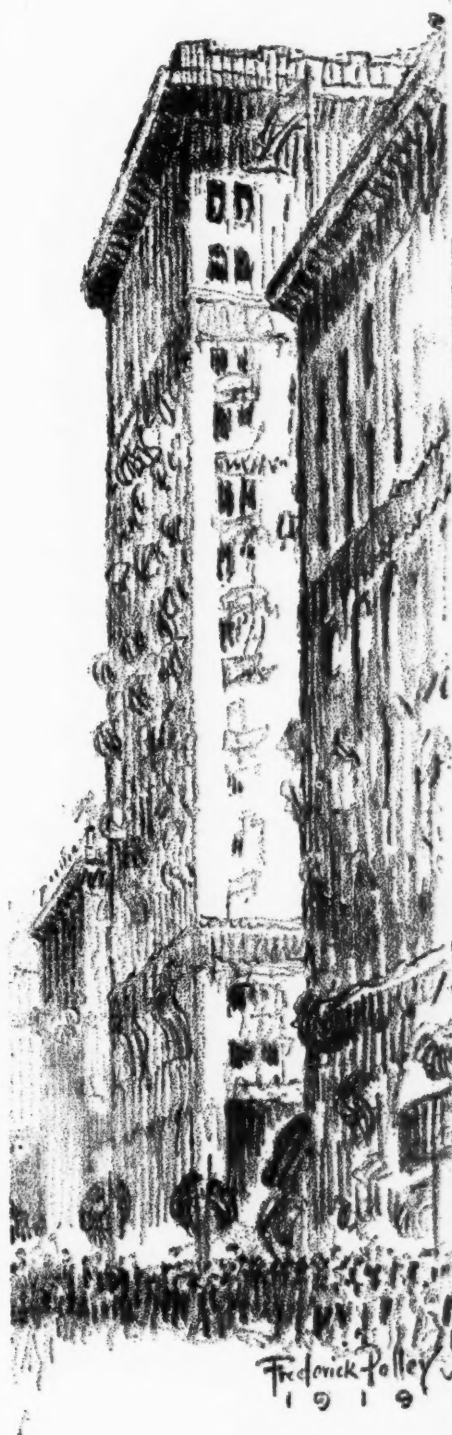
**SELLING POWER:** The selling power of The News has been tested week in and week out for 54 years. Proof of its power is that The News carries more advertising than all other Indianapolis newspapers combined. In 1923, the News carried 272 national accounts *exclusively* in Indianapolis.

## The Indianapolis News

FRANK T. CARROLL, Advertising Manager

Chicago Office:  
J. E. LUTZ  
Tower Bldg.

New York Office:  
DAN A. CARROLL  
110 E. 42nd St.





# Henri, Hurst & McDonald

A D V E R T I S I N G

58 East Washington Street • Chicago



Able attorneys and skillful surgeons have all the work they can do. They never find it necessary to employ representatives to sell their services. ¶ In a similar way, the best *advertising* service is *bought*. It is not sold by canvassing methods

The Henri, Hurst & McDonald News Letter, an unusual sales bulletin, is sent each month to our customers' salesmen. Many sales managers, advertising managers, and other executives, also, are regular readers of the News Letter. A copy will be sent at your request.

# A Sales Analysis That Saves \$1,000 A Month

Machine Made Reports of Daily Sales on 700 Items Show Bauer & Black Where to Apply Extra Sales Pressure

*By Fred E. Rand*  
Bauer & Black, Chicago

SEVERAL months ago, when the distribution sheet for a previous month's sales was sent to the sales manager's desk, he murmured a polite "thank you" in a listless sort of way, folded the report and tucked it away in his desk in a "well, that's that" attitude.

This report represented the time and effort of several clerks for nearly a month and had cost in round figures more than \$1,000. Yet, it was being tossed aside as if it were so much waste paper.

"Isn't that report of any value to you?" the sales manager was asked.

"Not now," he replied. "It is too late in the month to do us very much good. The books close again in a day or so for this month and a new report will be under way. This report you have just handed me then is obsolete so far as any constructive work is concerned. If we could get this data within five or ten days after the books close, it would be invaluable. Now it is just history."

## Figures Needed Without Delay

Sales figures are important in any business, but in our field particularly so. The figures we were preparing were of little use because of the delay in getting them to the executives, and we had to find some way to eliminate this loss of time. At first extra help was added to the force, but without appreciable improvement in time. The report still went downstairs too late.

An investigation into the methods of other organizations was started. Information was gathered as to how their sales reports were prepared and analyzed. The investigation was not confined to business kindred to ours. Almost every type of organization and report was studied.

Our merchandising problem might perhaps be regarded as different from that of others. There

are several thousand wholesalers and retailers in the United States and Canada that we reach. The B & B line consists of several hundred items, and all of our salesmen sell the complete line. The ultimate information we wanted about our sales activities was perhaps a little more detailed than that required by others.

At the end of several weeks' investigation, the results of the survey were placed before the executives of the company and their approval given for the purchase of three specially constructed accounting methods. These machines were to be used solely in the preparation of sales statistics for the sales department.


The installation of this equipment was completed in August, 1923, and three girls were taught to operate the machines. We started immediately on the preparation of the sales data for the month of August and on the tenth of the following month the work was complete.

When the report was placed before the sales manager, his reaction

was much different than it had been heretofore. Instead of tossing the figures to one side, he pushed back the mail and other papers on his desk and began to study the distribution sheet.

In a moment he rang for his secretary, and that evening the first letters to salesmen, based on these machine made reports, were on their way. As he studied the reports, the sales manager was enabled to visualize the activity of every salesman in every territory, and whenever it was deemed expedient to put a little pressure, these personal letters did the job effectively. It served to bolster up the entire selling organization, and almost immediately the effect of this close check-up was felt in the order department and shipping department.

In planning the sort of information these accounting machines should give, we divided the line of commodities into several departments. Kindred commodities were placed in the same general department. Each division was given a number, and keys were built into



00888	117	--(8)	7.00
00889	117	-(10)-	1.34
00890	117	-(13)-	1.26
00891	117	-(12)-	2.52
00892	117	--(6)	3.83
00893	117	--(6)	5.70
00894	117	--(6)	2.70
00895	117	--(6)	2.00
00896	117	--(6)	0.55
00897	117	-(10)-	1.27
00898	117	--(6)	2.06
00899	117	-(10)-	1.90

These three tabulating and accounting machines give Bauer & Black a complete analysis of sales by product, territories, value and groups of items



the machine corresponding to these numbers. One of the machines was constructed to furnish the volume of sales according to commodities. The other two machines took care of the auditing in so far as dollars and cents were concerned.

As the machines are really a combination of twenty-seven adding machines, it can readily be assumed that there is no end to the classifications into which we can divide our sales distribution report.

For our purpose it was decided that each order should be analyzed as to totals by departments, individual items, salesman, states, districts, and cities, not only as to volume in so far as the number of units sold, but also as to amounts in dollars and cents.

#### **Records are Always Complete**

The importance of such an itemized report cannot be minimized, inasmuch as it permits the sales manager to keep his finger on the pulse of the selling force with a much finer degree of accuracy. In our experience it has also served as a guiding post to the production and advertising departments in adjusting their activities to meet varying conditions in the field.

The rapidity with which this auditing work is carried on is well illustrated by the fact that orders listing hundreds of items are received daily in this office, and must be immediately checked through these machines. Each item must be properly classified and the machines balance at all times. It is essential for our purpose that at any time of the day, if the sales manager asks for it, we can tell him just what the figures are for that day, week, or period of the month. Up to the present time we have had no difficulty in keeping up to date in this respect.

Each morning at eleven o'clock, the complete distribution sheet of the orders received the previous day is ready for the sales department. This provides an accurate check on the conditions existing in each territory and discloses just what each salesman is doing. If certain items in the line are not moving as rapidly as our experience tells us they should, it is a simple matter to check up and find out why, and apply the needed pressure to bolster up those items.

The comparisons between territories, salesmen, and jobbers is important. The conditions in some district may be, as far as our knowledge is concerned, very similar, yet when the distribution sheet discloses that there is a wide divergence in the volume of sales of like commodities, it is customary to check up and find why this difference exists. In this manner we have been able to keep the volume moving steadily and to adjust conditions to meet the varying problems the men must contend with.

A complete analysis of each salesman's production is made daily and if considered advisable, a copy of it is sent to him weekly or monthly. Of course, from previous reports, the comparison with the same period the preceding year is possible. When the report is sent out weekly, it usually reaches the salesman on Tuesday or Wednesday. The monthly report never is later than the tenth. Only the adoption of these machine made records has made this possible.

#### **System Proves Efficient**

There have been times during the past fourteen months when certain information was needed in a hurry. This might have been a resume of some particular salesman's work, or the figures pertaining to some particular territory. This was in addition to the regular reports that we were expected to prepare.

The regular shift of operators worked steadily on this work until noon recess. Another group of girls then went to the machines and kept the work moving. The simplicity of the machines made it an easy matter to train girls to operate them. Conditions in the office have been adjusted so that vital figures are never delayed because of sickness, holidays or absences.

When the installation was first made, we were dubious as to the success of the experiment. Certainly we did not think that the machines would play such a prominent part in our sales activities. We expected of course to secure the important figures a little more rapidly, but had no idea that we could get the minute detail that we have. There is still room for greater detail.

Instead of some \$12,000 fluttering out of the windows annually in the shape of not used sales data, we

have saved this amount in labor cost and paid for our machines out of the saving. We do not have the uncomfortable feeling that we are preparing a truthful but valueless sales history to be hidden away in desk drawers. A slump in sales is never traced to lack of information. The sales manager gets what he wants when he wants it.

In the fourteen months that the new method of preparing figures has been in use, a very appreciable part of the increased sales volume we have enjoyed may be attributed to the careful check it has given us on the selling end of the business. This fact alone would justify us in approving an initial expenditure even larger than was originally necessary to install this machine method of preparing sales data.

### **A. N. A. E. Picks Houston for 1925 Convention**

Houston, Texas, was selected as the next convention city by the unanimous vote of the officers and directors of the Association of Newspaper Advertising Executives who met in Chicago October 16. The sessions will be held May 10-14 in conjunction with those of the Associated Advertising Clubs of the World, of which the A. of N. A. E. is a departmental. Although official action has not been taken by the Association of Newspaper Classified Advertising Managers, it is thought that they also will meet at Houston.

Newspaper executives from many sections of the United States attended the meeting of officers and directors. Among those present were: Frank T. Carroll, the "Indianapolis News"; W. F. Johns, the "Minneapolis Journal"; J. K. Groem, the Northern Illinois Group; John Budd, The John Budd Company; P. L. Jackson, The "Portland (Ore.) Journal"; F. J. Oexman, the "Cincinnati Times-Star"; A. L. Shuman, the "Fort Worth Star-Telegram"; M. E. Foster, the "Houston Chronicle"; George M. Burbach, the "St. Louis Post-Dispatch"; A. L. Poorman, the "Providence Journal and Bulletin"; W. H. Moore, the "Detroit News"; J. E. Lutz, J. E. Lutz Company; Carl P. Slane, the "Peoria (Ill.) Journal-Transcript"; Harvey R. Young, the "Columbus Dispatch," and J. F. Young, the "Spokane Spokesman-Review."

# Full Speed Ahead!



**W**HEN a steamship reaches clear waters after feeling its way thru a treacherous northern course, the Captain orders "Full Speed Ahead"—if we know anything about our sea fiction.



In the Mid-West the order is now "FULL SPEED AHEAD!" Wonderful crops of wheat and corn, kafirs, broom corn, cotton, and lesser crops have completely thawed the frozen credits and congealed buying. Farmers have paid their bankers in full, or reduced their debts below the point of worry. Again they are fixing up the house and farmstead, replacing the sadly worn implements, getting the clothing they have been wanting, and putting "store stuff" on the table.



Now is the time to make your list and your sales plans for the Mid-West farm market. It's easy to make the list for Capper farm papers are always the basis of it—if you know anything about the Mid-West.

## THE CAPPER FARM PRESS

TOPEKA, KANSAS

*New York City*  
120 W. 42nd St.

*Chicago*  
608 S. Dearborn St.

*Cleveland*  
1013 Oregon Ave.

*Detroit*  
1632 W. Lafayette Blvd.

*St. Louis*  
2202 Pine St.

*Kansas City*  
1407 Waldheim Bldg.

*San Francisco*  
201 Sharon Bldg.

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# *To Have and to Hold*

## *Cincinnati Business*

**I**N the Cincinnati market the holding of trade is conditioned upon the same fundamental policy as the securing of distribution. Perhaps an analogy furnished by the local newspaper situation may point to the reason for this demonstrated fact.

For a generation the unquestioned leadership in local newspaper circulation has been consistently lodged in one evening paper, The Times-Star. This paper goes daily into four out of every five homes in this trading center, being read by practically every native, literate, white family in the twelve cities and towns included in the "local circulation area" of the Cincinnati newspapers. So much for "distribution."

But Times-Star leadership is not confined to distribution. It extends to display advertising as well. This dominance is both in the field of local display and in that of national advertising; it applies alike to the other evening daily and to the two morning newspapers, including their Sunday magazine editions. For thirty-three consecutive times, the semi-annual statements of display advertising lineage have showed the Times-Star leading the list. So much for holding trade.

During the first six months of the present year the Times-Star not only carried more display lineage than in any previous half-year, but it also registered a larger increase over all other Cincinnati newspapers.

To have business in the Cincinnati market and to hold it, profit by the experience of other successful merchandisers. Use the columns of the Times-Star to secure distribution and to sustain sales volume.

## **CINCINNATI TIMES-STAR**

CHARLES P. TAFT, Publisher

C. H. REMBOLD, Manager

*Member of Audit Bureau of Circulations*



# A Flash of Red That Won National Distribution for Jantzen

Merchandising Methods That Expanded a Small Local Business Into a National Organization in a Few Years

**D**OUBLING sales each year since 1917 and trebling sales in 1924 is the record of the Jantzen Knitting Mills, whose fame has been spread abroad over the land this summer by some five million stickers on the windshields of automobiles. These stickers of the diving girl in a red swimming suit have been the rage of the past summer. Even now that the swimming season is over nearly everywhere, thousands of automobiles still carry this reminder of Jantzen swimming suits.

More about the diving girl later. Although she played an important role in the sales drama that turned a small local knitting mill, selling its output through two retail stores, into a national advertiser, with nation wide distribution in a few years, it is the sales work, and the advertising in regular media which really played the leading role, even if not quite so spectacular.

## A Local Start

When the company had been in business a few years and had begun to expand its market past the two original retail stores, a new process of knitting was developed, special machinery built and installed, so that a distinctive product could be turned out on a mass production scale. Realizing that this distinctive product, embodying several features which had not been exploited in swimming suits, was the biggest sales point in their product, a modest local campaign in several coast cities was started. The first year the advertising ran, sales were doubled. The advertising was continued the following year. Sales doubled again.

During the early stages of the campaign there was no competition on the particular style of swimming suit made by Jantzen. Competitors found many reasons why the suit would not succeed. But as sales continued to grow and the suits became more and more popular on

the coast, competitors began to imitate the Jantzen suits. Much of this competition came from concerns who sold their suits in the middle western and eastern states, where Jantzen suits were then unknown.

To protect future business it was decided in 1920 to enter the national field. Selling agents were appointed, and a small campaign was laid out in two national magazines. While sales showed a big improvement and the business was growing satisfactorily, the company soon saw that it would be necessary to establish a sales organization, and offices in Chicago and New York were opened. The company employed its own salesmen and began building up a national sales organization, instead of depending on selling agents.

In 1921 when many knitting mills were closed down, the Jantzen mills were running twenty-four hours a day. The success of the first modest start in national advertising made it possible to increase production to take care of wider distribution.

Jantzen suits cost more than many other swimming suits, and with the popularity of these suits, it was only natural that there should be certain interests in the retail field who attempted price cutting.

## How Prices Are Maintained

The first step towards maintaining prices is taken when a new city is being worked for the first time. The company encourages the dealers to cooperate on prices and set a single price at which all will sell the suits. If a store violates this agreement, a wire is sent asking that store to resume the original price. Wires are also sent to the other stores telling them not to cut the price until they hear further. A wire to the offender generally has the effect of bringing him back into line. If not, a threat is made not to stock him the following season.

Because this threat is made in earnest it nearly always brings the desired result.

Jantzen advertising is used as a lever to make the sale. The salesmen show the advertising portfolio during the sales talk, not after the order is sold. Each year in February or March dealers are campaigned with a large dealer help folder illustrating the various advertising material offered for the coming season. With each folder there is a post card for ordering whatever helps the dealer thinks he will be able to use.

## Dealers Use Advertising

In addition to the card there is a contract for newspaper space and poster space to be paid for by the local dealer. This contract, when filled out, is an authorization from the store for the newspaper and poster advertising companies to run Jantzen copy on certain dates. The newspaper contract calls for insertion on dates which tie up with the appearance of Jantzen copy in national periodicals. The poster contract calls for a month's showing of posters furnished by the mills with the dealer's imprint. The dealers pay for the newspaper advertising and outdoor advertising.

Reproductions of the twenty-four sheet posters are furnished for show window backgrounds, as well as cut out stickers of the diving girl, which serve to tie up the store with the interest created by the millions of windshield stickers which were so popular the past season.

Two weeks before each advertisement is to appear in two leading national weeklies, each dealer receives a letter with proofs of the ad and proofs of the suggested newspaper ad, mats of which he may order without charge.

One of the features of the Jantzen yearly sales program is National Jantzen Week. Since the Fourth of July marks the height of the swimming season in most

localities, National Jantzen Week is always scheduled for the seven days immediately preceding this holiday. Special window trims are furnished Jantzen dealers for this occasion, to tie up with the interest created by the heaviest portion of the national advertising schedule, the largest advertisements of which appear immediately preceding the Fourth of July.

This event, of course, has little appeal direct to the consumer, but it was found to help considerably in getting dealers to stock Jantzen swimming suits, and in impelling them to give special attention to attractive displays of the goods.

The diving girl, who has become nationally known as the Jantzen trade character, was first used in promotional matter for Jantzen swimming suits in 1920. She played only a minor role in the next year's advertising, but in 1922 one of the officers of the Jantzen mills made a cut-out of the diving girl and pasted her on the windshield of his automobile.

This was the beginning of the demand for automobile stickers that finally spread all over the country. The sudden popularity of the windshield sticker necessitated the alteration of advertising plans for the following year. At first the stickers were die-cut and printed only in a limited edition. By the summer of 1923 the scarlet-clad diving figure had extended her popularity through most of the Pacific Coast states. Five million were printed in 1923, but with the spread of the demand in the central and eastern states during 1924, another five million were soon exhausted.

Moreover, the Jantzen girl has paid her own way. To get dealers acquainted with the popularity of the idea of distributing the windshield stickers, the company gave 200 of them free on an initial order. For succeeding supplies the dealers were asked to pay cost for them. All the national magazine advertising carried the line, "Ask your dealer for free windshield stickers or send 4 cents for two."

Taking a cue from the young lady who had thus sprung into such popularity, the company began to feature her in every form of advertising and promotional matter—billboards, posters, show cards, window display material, movie slides, and all magazine copy, carried the familiar figure. She is now the registered trade mark of the Jantzen mills.

The Jantzen Mills do not make swimming suits exclusively. A knitted golf coat, on which the volume of business has already run into a volume equal to a third of the total mill production, was recently introduced. Since the golf coat is primarily a winter product, and the swimming suit primarily a summer one, the sales programs for the two items interlock admirably. The sales methods on the golf coat are similar to those used on the swimming suit, and are handled by the same sales organization. Production at the mill is charted a year ahead to allow for the making of golf coats in the season when swimming suits are not being made.

## A \$300 Mailing Campaign Brings Back \$29,835

A SIMPLE folder and return post card printed and mailed out by the Betsy Ross Dress Company of New York City, at a cost of only \$300, including postage, brought a return of orders totaling \$29,835, on a new line of jersey dresses featured in the fall line for school and college wear. For every dollar invested in this single mailing piece, nearly \$1,000 in orders came back.

The broadside, which was prepared by a direct mail concern, was sent out to a list of 8,200 prospects, consisting principally of active and inactive customers of the Betsy Ross Company, together with names of stores handling the type of merchandise represented by this particular line of dresses. Out of this number of prospects, 663 orders were received.

The folder was a sixteen-inch square printed on enamel paper stock in black only. The copy was simple and brief, and the layout

featured the price of the dresses, \$3.75, and a cut of each of the twelve models offered in this line of dresses. The cuts were attractive line drawings such as are used in exclusive fashion magazines.

With each cut of a dress a brief description of that model was printed, calling attention to the style features and trimming, together with a list of the colors and sizes in which this number was available.

This enabled the dealer to see at a glance just what styles were included in the line, to get a clear idea of the appearance of the dresses, and to select a sample line with a minimum of trouble. The return post card made it easy for him to order, and the copy on the broadside urged him to "Mail the card today." The post card included only the sentence: "Please send us a sample order of your new jersey dresses, following as closely as possible these directions in style,

number, color, and size," with blanks below for filling in this data, and for the dealer's signature.

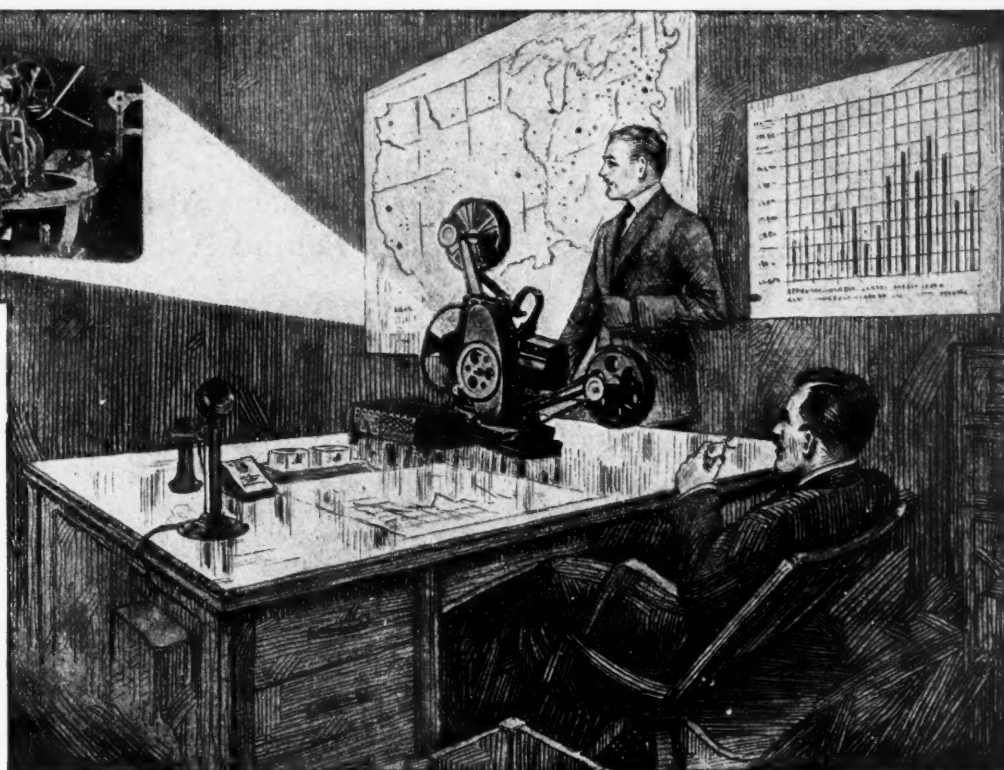
This broadside is the first mailing in a campaign which is to consist of several folders and letters to go out at stated intervals. This advertising is supplementary to the Betsy Ross newspaper and trade-paper copy.

The outside of the folder was blank except for the return address of the Betsy Ross Company, and the number of the United States one-cent postage permit.

"It is mailing campaigns of this kind," said a sales manager in the women's apparel field recently, "that make us independent of the salesmen who think it is too much trouble to cover the small towns. For years we have been working the 'tank towns' with direct mail. We have cut the cost of selling to small town dealers almost in half since we worked out a system of regular mailings to the small town field."



**"One  
picture  
is worth  
ten  
thousand  
words"**



## An efficient business-getter

### What is the job of an Industrial Motion Picture?

Specific uses are innumerable and peculiar to each business. One company uses it to prove the purity of its products. Another finds in it the way to demonstrate the quality of its goods and to show the public how to buy them. Manufacturers of engineering products often use it primarily to reach scientific students and technical men. A concern selling through merchandising channels shows retail sales people how to sell its wares. And for public utilities it performs invaluable services in perfecting public relations, "selling" the enterprise to stockholders, and advertising the multifarious functions of the corporation.

People will not read lengthy, technical or complex descriptions of manufacturing processes. They will learn more from a vivid motion picture of the activities of your organization, in five minutes, than you could tell them in many months. And they will be interested and impressed as by nothing you could say or write.

### What kind of an Industrial Motion Picture for your job?

Making a Business Film requires more than just posing a camera and "shooting the works." The Pathéscope Film Service is a planned service, a complete service, with undivided responsibility assumed by us from conception to completion.

The Pathéscope Company brings to this work years of successful experience, a well balanced organization, with adequate resources, a modern laboratory thoroughly equipped, and a permanent staff of writers, directors and cameramen trained in business and advertising as well as artistic production. We write the scenario (or story), take the picture, make the prints (on either standard theatre-size or "Safety Standard" film), and assist in arranging suitable distribution.

Our service is supplemented by the New Premier Pathéscope projector, which we manufacture, and which anyone can use anywhere without a fireproof booth, and without violating state, municipal or insurance restrictions. The New Premier Pathéscope is so exquisitely built that its large, brilliant, flickerless pictures amaze expert critics. It weighs only 23 pounds and can be carried in a small suitcase.

### Some leading concerns who have proved the value of our service

#### ENGINEERING and MECHANICAL

Alpha Portland Cement Company  
American Brass Company  
A. M. Byers Company  
General Electric Company  
Linde Air Products Company  
Lock Joint Pipe Company  
Mosler Safe Company  
National Slate Association  
Okonite Company  
Otis Elevator Company  
Plymouth Cordage Company  
Reading Iron Company

Robins Conveying Belt Company  
John A. Roebbling Company  
Chas. A. Schieren Company  
Tide Water Oil Sales Corp.  
U. S. Cast Iron Pipe & Fdry. Co.  
Westinghouse Lamp Company

#### PUBLIC UTILITIES, TRANSPORTATION and COMMUNICATIONS

American Gas & Electric Company  
Atlantic City Electric Company  
Commercial Cable Company  
International Mercantile Marine  
Ohio Power Company

Postal Telegraph Company  
Radio Corp. of America  
United Light & Power Company  
Chattanooga Gas Company

#### TEXTILES

Bigelow-Hartford Carpet Company  
Boston Woven Hose & Rubber Co.  
The Standard Textile Products Co.  
U. S. Finishing Company

#### FOOD PRODUCTS

Franklin Baker Co. (Coconut)  
E. F. Drew & Co. (Spredit)  
Frontenac Breweries, Ltd., Canada

Hills Bros. (Dromedary Dates)  
C. F. Mueller Co. (Macaroni)  
Seaboard Rice Milling Co. (Comet Rice)

#### MISCELLANEOUS

Brooklyn Commercial Body Company  
Colgate & Company  
Foamite-Childs Corporation  
Kirkman & Sons  
McGraw-Hill Company  
Owens Bottle Company  
Charity, College and Community activities

*Every sales organization should know the latest developments in the ways Industrial Motion Pictures can assist sales building. The investment required is much lower than you probably imagine. We invite an opportunity to show you what we have done for others in your industry—and what we can do for you.*

### INDUSTRIAL FILM DIVISION

## The Pathéscope Company of America, Inc.

Suite 1824 Aeolian Building, 35 West 42nd Street; New York

Willard B. Cook, President

Agencies in Principal Cities





# When the Salesman Says, "Conditions in My Territory Are Rotten"

Carnation Milk Plan for Getting Facts About Business Checks Up the Salesman Who Hides Behind Alleged "Conditions"

*By Merritt J. Norton*

Vice-President, The Carnation Milk Products Company

**K**EEPING elaborate data regarding fundamental business conditions in each selling division of the Carnation Milk Products Company's marketing territory has not only enabled our organization to direct its advertising and merchandising efforts more intelligently, but has aided us greatly in checking the estimates of division managers and their salesmen as to the amount of sales which should be made.

Our company has always paid close attention to local business conditions as reflected in the various forms of commercial reports available to every business enterprise. It was formerly our practice to consider these in the light of our sales in corresponding territory. Somewhat more than a year ago, however, we came to the opinion that much better results could be obtained if we supplemented ordinary commercial reports with studies of the fundamental conditions which were reflected in them.

## Keeping Tab on Conditions

Accordingly, we set a large portion of our headquarters office force to compiling data relative to the nature of the principal industries included within each division, the character and extent of the population, the essential factors therein which made for prosperity or depression generally, and the particular factors which bore on the sales of evaporated milk. This data once compiled, a special division of our home office force has been assigned to keep it constantly up to date, so that at any time we can refer to any division and tell as much about general business conditions as our men right in the field. But more than this, we are able to tell even better than they what are the underlying causes of the phenomena manifested in their big or small runs of orders.

Our experience has been that the reports of individual salesmen and also of division managers have always been pretty accurate gauges of general business conditions in their territory. It has been noticeable at times, however, that road salesmen and their immediate superiors would permit depressions which were obviously of short duration to throw them into moods of pessimism that were harmful to sales. The man who is in the thick of the fight is frequently unable to get a broad enough view of the whole contest to tell how the battle as a whole is going. If he is temporarily low in morale, it seems natural enough to him that the fight is being lost.

## Controlled Sales Pressure

Right here is where the value of our elaborate records covering fundamental conditions is of value. When a division manager's reports show a decidedly pessimistic strain we are able at once to determine whether such a state of mind is justified by the real conditions in his territory. If barometric industries are depressed, if there has been a bad crop failure, if selling is bad generally, we feel he has some reason for his feeling. But if the reverse is true, we know his state of mind is probably induced by some series of incidents which looms larger before him than it should.

When there is justification for the pessimism we are able to relieve conditions to a great extent by concentrating selling effort in the territory affected. An area where sales have fallen off through no fault of the road men is treated to an increase of detailing, to more dealers' helps, to an increase of billboard and newspaper advertising, to all methods, in fact, which have been found useful in selling Carnation Evaporated Milk. These moves are decided upon, it must be remembered,

not by the reports of our own men, but only after a study of fundamental business conditions has revealed that such additional effort is called for before increased business can be hoped for.

Seldom do we undertake such activities in depressed territories without noting an immediate growth of optimism among our sales force therein. The knowledge that we have noted the condition and are preparing to remedy it acts as a tonic that seems to produce business of itself.

And when a study of business fundamentals in any territory reveals that the pessimism of salesmen and division managers is really not justified by the underlying conditions it is usually necessary only to bring the actual facts to their attention to get the same result.

## Curing Waning Morale

Division managers are required to furnish the home office with carbon copies of all correspondence passing between salesmen and themselves. Salesmen's letters, too, bear on the back spaces for general reports about business conditions in their territories. These are sent to the home office likewise. We are thus able to get a most accurate concept of the state of mind of the men in any of our merchandising districts—a concept in many cases more accurate than they themselves hold. When it is evident that the division manager and his men are "low in their minds" we act promptly to remedy the condition.

The downhearted division manager is usually called direct to the home office for a heart-to-heart talk about his problems, and the fallacy of his pessimistic ideas is pointed out to him so clearly that rarely does he fail to go back to his territory in a frame of mind that enables him to inspire his men with fresh confidence.

# The Buyer Who Harps on the Other Fellow's Price

How a Detroit Salesman Finds One Big Selling Point  
In His Line to Eclipse the Buyer's Price Objection

By D. G. Baird

**P**ERSISTENCE, tact, and originality are the principal requisites of the salesman who would be successful in landing big orders, according to C. A. H. Thom, veteran salesman and vice-president of Gregory, Mayer and Thom Company, stationers and office outfitters, Detroit, who by employing such methods has himself secured some of the largest orders ever awarded in his field.

There was the case of one of the largest manufacturers in the world, for example. This company had enlarged its administration building and was in the market for about 225 sections of filing cabinets and Mr. Thom was after the contract.

## The Old Price Objection

"They had been using wooden files and wanted the new sections to match these old ones," Mr. Thom relates. "We could not compete with another concern on the wooden files and I knew it, so I undertook to convert the purchasing agent and every one else concerned to steel files. I called on that purchasing agent every morning for weeks and talked steel files until I became obnoxious. Every time I called I would have some new advantage of the steel file to present, but the purchasing agent couldn't see any advantage that outweighed the fact that the steel would cost him about \$15 a section more than the wooden file. Finally he lost patience and told me there was no use of my calling again, as he had definitely decided on the wooden equipment and would place the order the following day.

"That order not only meant a contract for about \$5,000 worth of files and office furniture, but it meant a large volume of steady business thereafter, and I would not give up till I knew positively the order had been placed. I lay awake nearly all that night trying to find

some new and convincing point in favor of our equipment and at 7:45 the next morning I was waiting at the purchasing agent's office with another sequel to my story.

"'You here again!' he said, not any too pleasantly, and I admitted the accusation, adding that I wanted just two minutes of his time. This was granted rather reluctantly and I shot my last bolt.

"'Mr. Purchasing Agent,' I said, 'you have just completed an addition to your administration building at considerable cost. You are a man who is accustomed to deal in definite figures and you know better than I just how much per square foot this office space is worth to you. We can save you 372 square feet of this valuable space, or the equivalent of three offices, each 12 feet by 10 feet four inches, and still give you exactly the same amount of filing capacity you will have if you install the wooden files which will occupy this additional space.'

## One Point Closes Sale

"He was then quite willing to let me prove this, which I easily did, as it is a fact that steel files occupy less space than wooden ones of the same capacity. He then countered by asking what allowance we would make on the old equipment. If he decided on steel files for the new addition, he wanted steel throughout. I knew we couldn't make much of an allowance on their old equipment and it appeared that the contract was lost after all, but I made him what I considered a ridiculous offer on it and he said he would take the matter under consideration.

"The following morning he signed a contract for steel filing equipment throughout and accepted the offer I had made for his old wooden files. That saving of floor space had appealed to him so strongly that he had decided it would be economy to sacrifice the old equipment and pay

\$15 a section more for steel than the wooden files would cost him.

"Incidentally, I am still calling on this purchasing agent every morning. His company uses a tremendous amount of stationery and is continually buying office equipment, and the account runs into a good many thousand dollars a year."

On another occasion a subsidiary of a big corporation was in the market for a large order of office equipment and competition was almost eliminated by the fact that the purchasing agent knew nothing about such equipment and would consider price only. One manufacturer not only had a cheaper product than Mr. Thom could offer, but also had the advantage of having the parent corporation's account.

## The Third Party in a Sale

"I hung on, though, and talked materials, construction, convenience, durability, and quality till I got the purchasing agent to a point where he was somewhat undecided, then I asked whether I might talk the matter over with the office manager," Mr. Thom relates. "Permission was granted and I had little difficulty in winning the office manager over, because he knew something about such equipment, but still I couldn't bring the purchasing agent to a decision.

"I knew there wasn't the shadow of a doubt that our equipment was superior to that of our chief competitor, so I finally suggested that we each submit samples with the name covered and leave it to a board of five engineers of the company to decide which was the best value for the money. The engineers wouldn't know anything about office equipment, of course, but they would know steels, gauges, finishes, bearings, and the like. Not only so, but we each submitted letters in which we emphasized the advantages of our respective products,



# Who is this Fellow?

He's a ROTARIAN—There are 100,000 of him. He lives wherever the wheels of industry whirl fastest. He and his fellow-Rotarians are grouped in more than 1,700 busy communities. In each group there is only *one* banker, one physician, one machine-tool manufacturer—but the entire group fairly represent *all* the commercial, industrial, professional and institutional activities of the community.

A Rotarian pledges himself to **SERVICE**—"Service above Self." Thus, his ethical standards in business must be the highest; his interests in public affairs and in charity the keenest; his home-life above reproach.

To practice these ideals a Rotarian must be a man *successful* in his own affairs before he can serve those of others.

## THE ROTARIAN

THE MAGAZINE OF SERVICE

Advertising Manager  
Frank R. Jennings, 221 East 20th Street  
CHICAGO

Eastern Representatives  
Constantine & Jackson  
7 W. 16th St., New York

Mid-West Representative  
Howard I. Shaw  
326 W. Madison St., Chicago

Member Audit Bureau of Circulations

in order to let the board of engineers know what to look for.

"The purchasing agent was rather glad to be relieved of responsibility for rendering a decision himself and he accepted my proposition, with the result that our equipment was selected.

"The filing cabinets, on which this order hinged, amounted to only about \$1,800, but I knew the one who got the order for the files would get a lot of other business. The total order for office furniture and equipment amounted to nearly \$5,000 and, as in the other case, we have since held this company's account and sell them large quantities of stationery and supplies.

"I have since landed many orders for steel files by using the same tactics, but one should be very sure that his is the best product, physically, before he submits it to a board of engineers who know nothing of the uses of the product.

### Product Must Be Suitable

"We lost one nice order in this way, not because ours was an inferior product, but because the engineers didn't think it was as strong as it should be. This was for desks for a new municipal building and we submitted a steel desk that has only four legs. This is considered an advantage, as elimination of the inside legs gives one at the desk room to swing around without pushing back his chair or bumping against the legs, and the desk is strong enough to support as many men as can stand on it, but the engineers decided a desk having eight legs must be stronger and we lost the order.

"I never consider an order lost till I know it has been awarded to some one else, and to this fact I attribute a large amount of such success as I have achieved as a salesman. In going after big orders, especially, there is a lot of competition and there are some mighty good salesmen after the business, but there is always some new point that the man who thinks hard about his work can bring up; some new proposition or advantage or economy or convenience or other phase of the subject that even he had not thought of before. It pays to be persistent and to have a good reason for being persistent. As a rule, a big order hinges on some one rather

minor point and the salesman who can swing that point in his favor gets the business.

"Not only so, but getting the initial order usually assures one of that company's future business and often this future business is worth more than the initial order.

"One other point that I emphasize in talking with our salesmen is being tactful. Be mighty careful about going over some executive's head, particularly a minor executive. I know many salesmen who boast that they slip out into the plant and sell the foreman first and I know that those very salesmen often wonder why they fail to land certain orders. Many executives, particularly minor ones or new ones, are very jealous of their authority and highly appreciative of their own ability.

"It is often very much to the salesman's advantage to be able to talk with the ones who are going to use his goods and to sell them rather than the purchasing agent or other executive, but get his permission to do so. Try to sell him first and don't be too quick to try to go over his head. It was not till I had worked with the purchasing agent for weeks and he had admitted that he was undecided as to the relative values of the competing products that I suggested submitting them to a board of engineers, in one of the cases related above.

"Persistence, modified by tact and backed up by resourcefulness or originality, will get the orders, provided the product is right."

Frank A. Geiger of Geiger Brothers, Newark, New Jersey, was elected president of the Advertising Specialty Association, at the close of the twenty-first annual convention held recently in Chicago. Other officers elected were: Edwin N. Ferdon, president, the Blanchard Company, Aurora, Illinois, first vice president; H. C. Boyeson, president, H. C. Boyeson Company, St. Paul, Minnesota, second vice president; J. B. Carroll, president, J. B. Carroll Company, Chicago, treasurer; Mrs. Bernice Blackwood was reelected executive secretary.

Reports of the association's educational film, "The Way to Success," showed that members of 563 business organizations have seen the film during the past year.



## Better Plans Drafted for Selling Fruit Crop

A committee of fruit growers which was formed several months ago at Redlands, California, has submitted recommendations to a group of sales managers who control approximately 90 per cent of the citrus fruit crop of the state, for a more complete plan of cooperation in the marketing of the fruit crop.

The recommendation covers the formation of a sales managers' committee, consisting of a representative from the California Fruit Growers' Exchange, Mutual Orange Distributors, American Fruit Growers, Randolph Marketing Company, and the remaining shippers represented in divisions according to geographical crops.

The purpose of the new efforts toward concerted action is to steady the market through better control of shipments. Controlled shipments will mean increased confidence among the trade, it is believed, and will enable dealers to receive fresher fruit through less diverting.

### What the Committee Will Do

The sales managers' committee, according to the recommendation, will meet weekly, and will receive complete reports of the number of cars sold, unsold, and on the tracks, as well as an estimate of the number of cars to be shipped the following week. The committee will determine a method of pro rating shipments to be governed in a general way by the total shipments of each variety as shipped by each sales organization during the 1923-1924 season and each succeeding season thereafter.

It will also determine the number of cars which may be shipped to the best advantage the next succeeding week, and will have charge of the disposition of undesirable sizes and grades of fruit. This committee will report to a growers' committee each week.

The preliminary report points out the necessity of agreement among at least 90 per cent of the representatives of the industry in the formulation of policies. The plans, therefore, omit any provision for voting privileges.

ada

*Responsible for Big Sales*  
**\$238 grows to \$10,350**

*How one dealer, participating in a national  
ada campaign sponsored by the manufacturer,  
made his dollar multiply itself 400 per cent.*

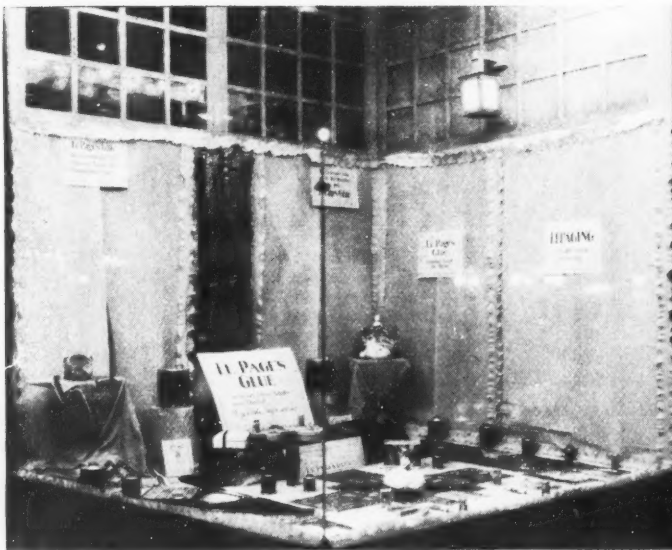
"OUR net sales in connection with this campaign were \$10,350," is the statement of a dealer who profited by using a Caxton Applied Direct Advertising campaign which was released to him by the manufacturer. The dealer in question had 530 names on his list, necessitating an investment of \$238.50. In addition to the \$10,350 sales to date there will doubtless be more sales—more profit—made later on.

This case is not unusual. It is typical of the pulling power of Caxton campaigns which are prepared under the direction and with the cooperation of the manufacturer, who is thus controlling the sales promotion activities of his dealers at no cost to himself.

We are always ready to confer with manufacturers who are genuinely interested in securing a type of direct mail advertising that truly represents the quality of their establishment and actually pre-sells their product. An exchange of information is invited, without obligation.



THE CAXTON COMPANY  
*Applied Direct Advertising*  
Cleveland, Ohio



Left: The Baker Printing Company of Newark drew hundreds of interested women to their store with this window displaying new uses for glue. Right: The San Francisco stationer, who featured this display of LePage's Craft books in his window, sold out on glue in three days and had to wire for more

## When Sales Seem to Have Stopped On Dead Center

For Years There Was No Increase in Sales of LePage's Glue—Then Within One Year Sales Were Doubled

By H. Ashbrook

IT was in May, 1923, that N. C. Phillips, president of the Russia Cement Company of Gloucester, Mass., looked over his balance sheet and decided that something was wrong with the glue business. And he was the man to know, for his company, manufacturing LePage's glue, controlled about ninety per cent of the household glue business in the United States.

To an outsider there wasn't any apparent reason why something should be wrong. A tube of glue was a standard, staple commodity. The company had always advertised extensively and consistently and had covered the country with a network of sales agencies.

But in spite of these considerations the fact still remained that something was wrong with the glue business. The indicator of sales volume persisted in sticking on almost the same level, year after year. Something seemed to be the matter, but just what that something was or how it could be corrected, Mr. Phillips couldn't decide.

So he called in a young man, who up to this time had not been connected with the glue firm, and together they held a consultation over the glue business and analyzed its malady from all angles, in much the same fashion as physicians consult over a stubborn patient.

That was more than a year ago. Today glue sales throughout the country have increased exactly 100 per cent. The Russia Cement Company is doing twice the volume of business that it did last year and its aggregate yearly sales are at the highest point in the history of the organization. To fill the orders that have been pouring into the main office, it has been necessary to make extensive additions to the factory at Gloucester and to increase the sales force thirty per cent.

The story of this trade expansion is told by the man who engineered it—George D. Hirst.

"At the time that Mr. Phillips and I first conferred," he says, "the only thing for which glue was used was to mend broken things. It fulfilled

its purpose well and efficiently. Every time a woman broke anything she went out and bought a tube of glue and fixed it, and then she put the tube on the kitchen shelf and forgot about it till the next thing was broken. It was considered a household necessity, just like soap or fresh air. Every household had it. But there was just the point. Only a certain amount was necessary for a certain use—something broken. When a housewife had bought a tube of glue to mend the things of her home which had become broken, she could not be induced to buy more.

"Now one of the first postulates of business is to the effect that the way to increase sales is to increase demand. Working on this basis, therefore, it was plain that if the sales of glue were to be increased there must be a more insistent demand for it. But how increase demand? Could you start out to induce people to break more things so that they would have to buy more glue with which to mend them?

# WHEN YOUR MESSAGE MUST REACH *HOMES*

**A**PPEALING solely to the natural instinct of that great mass of home-lovers and home-makers—those who take pleasure and pride in the home and its surroundings—**BETTER HOMES and GARDENS** touches a responsive chord in the hearts of its 500,000 paid-in-advance subscribers.

They read it to learn how to build a new home, furnish it attractively, make it comfortable and beautify its surroundings. They read it to learn how to get greater joy in making the house a *real* home.

Ninety-eight percent of its readers live in houses. Eighty-five percent own their own homes. Twenty-four percent are planning to build a new home.

It is little wonder, then, that advertisers who want to carry their message to homes find it the best medium to reach both husband and wife.

This is a group of readers that *can* and *will* buy real values when they are offered.

## *Better Homes and Gardens*

E. T. Meredith, *Publisher*

-

-

Des Moines, Iowa



## Forward-Looking Sales Managers

*Make this great plant their Chicago warehouse*



*Are your salesmen in this territory losing orders because it takes too long for your product to come to the trade here from your factory?*

*Have you figured how much of the money that you spend in advertising and sales campaigns is a total loss because your competitor gets the business on the basis of quick delivery from Chicago stocks?*

*Do you know that many distributors whose factories are at a distance are finding that it costs actually LESS money to make delivery from stocks carried in Chicago's Big Downtown Warehouse than it does to fill orders direct from their factories?*

Our plant at the Pennsylvania Railroad's mammoth freight terminal in Chicago, with its unusual storage and rail-traffic facilities, is definitely designed to provide the modern and economical distribution methods that are necessary to assure successful advertising and sales effort.

If you have not investigated public warehousing as applied to the distribution of your product and want to know why enterprising manufacturers the country over find our services an economy and not an expense, write us now. A dollar saved is a dollar made.

Let us know your particular problem in this market. It will receive the considerate attention of a distribution specialist.

### Western Warehousing Company

331 West Polk Street, Chicago

*"At the Edge of the Loop"*

WILSON V. LITTLE, Superintendent

"On the face of it, it looked very much as if the only thing to do was to encourage drunken husbands to throw valuable china at their wives and young children to have full liberty with valuable bric-a-brac and furniture. The alternative was to think up a new use for glue—a use which would not entail destructive preliminary measures and which would meet with approval.

"Our first step in increasing glue sales was to bring together a staff of artists and workmen who were experts in fashioning textiles. We told them to demonstrate how glue could be used in place of stitching, for we intended, if possible, to put a tube of glue in every woman's sewing basket as well as on her kitchen shelf. Since glue was an adhesive or fastener and since sewing was the great universal method of fastening textiles together, our plan was to make glue do the work of needle and thread.

#### New Uses for Glue

"In a short time it became apparent that glue could be substituted to better advantage than needle and thread in the making of hundreds of articles in common use about the home—lamp shades, desk sets, pin-cushions, waste baskets, wall panels, candle sticks, powder boxes, book ends, cigarette boxes, candy jars, baby baskets, sewing bags and scores of other accessories which all women love for themselves or as gifts to their friends. It was quicker than sewing, neater, easier to do and easier on the eyes. It didn't stain or discolor the fabric or leave any perceptible odor, and it remained firm in the heat or cold or wet or dry weather.

"And so it was that gluecraft came into being. But we weren't really started yet. Our next step was the popularization of this craft, and here is where our really big idea came in.

"When we started the glue campaign, we decided that the best way to tell the world about this new use for a standard commodity was through that universal information medium, the press. With the assistance of a staff of trained writers and artists, we covered the country with stories, articles, pictures and sketches of the hundreds of useful and attractive articles which could be fashioned with glue.

"These stories did not contain the name LePage nor in any way refer to the Russia Cement Company. They were merely telling the world of glue—Smith's glue, Jones' glue, Brown's glue, anybody's glue. They were essentially editorial matter. We did not pay editors to run them in their papers or magazines. We simply offered them as unbiased, informative, interesting material. And that is just what they were. For this reason editors were glad to accept them for publication. In so doing, they served themselves and their readers.

"In view of this fact—that we were only boosting glue, not LePage's glue as opposed to any other kind of glue, but simply glue—there was no conflict with the hard and fast publicity rule which exists on some publications. The service was furnished free and in hundreds of cases was so markedly successful that editors wrote in to us asking for additional stories and pictures. Nor was the radio disregarded, and hundreds of thousands of women listened in on gluecraft talks. As the result of this editorial activity stories of gluecraft appeared in 90,000,000 copies of various publications within one year.

"The effect of all this was to give a tremendous impetus to the demand for glue. It was left to the sales department to harness this big demand and tie it up to LePage's glue rather than to any other brand.

#### Advertising Features Booklet

"To do this a careful advertising campaign was planned. No additional money was spent for advertising, but the nature of the advertisements was changed to feature the new handicraft. At the foot of each ad was a coupon to be clipped and sent to the Gloucester office with ten cents for a copy of the 'LePage Craft Book,' which told through profuse illustration and text how to use LePage's glue for this new purpose. During the first ten months of the campaign 500,000 copies of this book were distributed in this manner.

"A special set of display posters, display cards and window dressing ideas was planned and distributed to large dealers. The art department furnished gluecraft exhibits to accompany these displays and they were featured in hundreds of

# First

## *in the Wabash Valley Empire*

This great key market is again intensely active. Mining and manufacturing industries have re-awakened. The tremendous agricultural interests in these twelve Indiana and Illinois counties are enjoying profitable harvests. Balanced productivity and buyability prevail. Strike now—through The Terre Haute Star.

**T**HE STAR is the supreme power for sales in every part of Terre Haute's wealthy market.

By a thorough investigation of reading and buying habits, a firm of analysts has established the fact that **MORE WOMEN** in the city homes of Terre Haute depend for store news upon **THE STAR** than upon *any* other medium.

Outside the city limits **THE STAR** is the accepted buying guide in small town and farm homes throughout 7,000 square miles of territory. 8,687 people come to trade in Terre Haute every day, directed largely in their selection of merchandise by **THE STAR**.

Make The Wabash Valley Empire your immediate objective! Obtain all the facts vital to success! Be guided by true values in your selection of newspapers.



## THE TERRE HAUTE STAR

*Foreign Representatives*

KELLY-SMITH CO. R. J. BIDWELL CO.  
Marbridge Bldg., New York 742 Market St., San Francisco  
Lytton Bldg., Chicago Times Bldg., Los Angeles

# Consider The Individual Medium

**D**IFFICULT and unusual problems of space buying are being solved with striking success by the Individual Medium or company magazine, published in the name of the advertiser, going where he sends it and carrying his advertising message on the seven reserved advertising pages. For certainty and permanence of reader interest, concentrated advertising appeal and increasing good will, rely on

## *Your Own Magazine*

Edited by WILLIAM FEATHER

*Actual Records* of success, steadily growing over periods of 5 to 11 years, certifying to the increasing hold of William Feather's writings upon the business public.

*We avoid Conflict* in the circulation of magazines, giving you exclusive service in your field.

*Complete Service* for writing, printing, addressing, mailing, relieves you of all worry and responsibility.

*Seven Pages* of advertising lend themselves to the presentation of a

variety of products or to separate sales appeals.

*Advertising Copy* is prepared, scheduled and handled as for any other medium. Our service department assists if desired.

*Costs Are Moderate* and no contract required. Quotations furnished for 1,000 and upward.

*Send for Portfolio* that shows what our present clients have accomplished and what they think of Their Own Magazines.

Your Own Magazine splendidly supplements a general space campaign. Also when other mediums do not conform to class and territorial requirements, Your Own Magazine exactly fills the bill. You are never in doubt as to whether it reaches particular customers or prospects. Your mailing lists show that it does and results *prove* that your lists are not lying. Sales resistance *melts* under the influence of steady, continuous, judicious use of Your Own Magazine.

## The William Feather Company

611 Caxton Building, Cleveland, Ohio

department stores, stationery shops, gift and art shops throughout the country. In many instances, demonstrators accompanied these exhibits and personally taught hundreds of women how to wield the glue spreader in this new fashion."

The practical results of all this activity, Mr. Hirst points out, are best illustrated by a glance at the records of the Russia Cement Company, which show an increase of almost 100 per cent in the sales for the year. All this has been brought about because a new use for an old product has been uncovered and broadcasted to the public. An emergency commodity is now a utility.

Mr. Phillips, president of the company, in speaking of this remarkable trade expansion in his own business, expresses the belief that the methods used by the Russia Cement Company can well be applied to other industries.

### Publicity That Creates Demand

"I can see pretty clearly," he states, "that what an industry needs is a public spokesman, some person or organization who is prepared to disseminate good, straightforward, truthful propaganda. Such propaganda makes people want products regardless of brand."

"The case of the Russia Cement Company may seem to many to be an exceptional one inasmuch as that company has almost a monopoly on the household glue business of the country. However, the same thing is being done in other industries which are not practical monopolies."

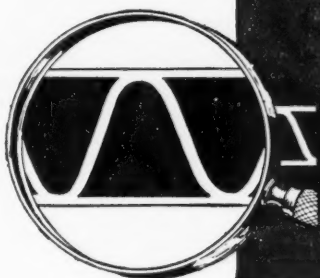
"Demand is created for a given product, say glass for example, through such propaganda as I have mentioned. People want glass regardless of brand—not Smith glass or Brown glass or Jones glass, but just glass. But once this desire has been created, then the individual manufacturer, Smith, Brown or Jones, steps in with his advertising and sales work and seeks to divert in his particular direction as much of the revived trade as he can."

"After demand for any product has been created, then this brand advertising is of course of decisive value; but the initial impetus in making people want what you've got to sell is best administered by the dissemination to the press of impartial, unbiased, disinterested editorial matter."



# The Strength of MID-WEST Shipping boxes lies in their high resilient Corrugated ARCH Construction

*The famous leaning tower of Pisa, 183 feet high, 13 ft. 8 in. out of the perpendicular. After over 1,300 years the arch construction is still intact.*



Forty generations of men have come and gone since the famous leaning tower of Pisa was built. The continuous strain, because of its peculiar leaning position, and the torsional shocks of hundreds of earthquakes have failed to destroy or weaken it. Its nearly 200 arches are still intact—a wonderful example of the strength and resistance of the arch.



800 lbs. on a Mid-West water-proof box for two minutes, with the hose turned on. Result—wet, but as good as before.

The increasing use of Mid-West Boxes in your field is entirely due to their filling a need—

**BETTER**

The hundreds of arches in the corrugated walls of Mid-West shipping boxes have the same proportionate strength. High, straight-sided, resilient, they offer an aggressive resistance to the shock, vibration and pressure caused by rough handling during transit to consignee. Millions have been saved to shippers by the 30% to 70% reduction in breakage or damage the Mid-West box makes possible.

For shipping economy—use Mid-West boxes. They conform to the strictest railroad specifications—even to highest test liners. Your request will bring an expert designer to build a box around your product at your factory—without cost or obligation to you. Write us today.

*Our "Perfect Package" Data Sheet is free on request*

## MID-WEST BOX COMPANY

### General Offices

18TH FLOOR CONWAY BLDG.  
CHICAGO, ILL.

**Corrugated Fibre Board Products**



### Factories

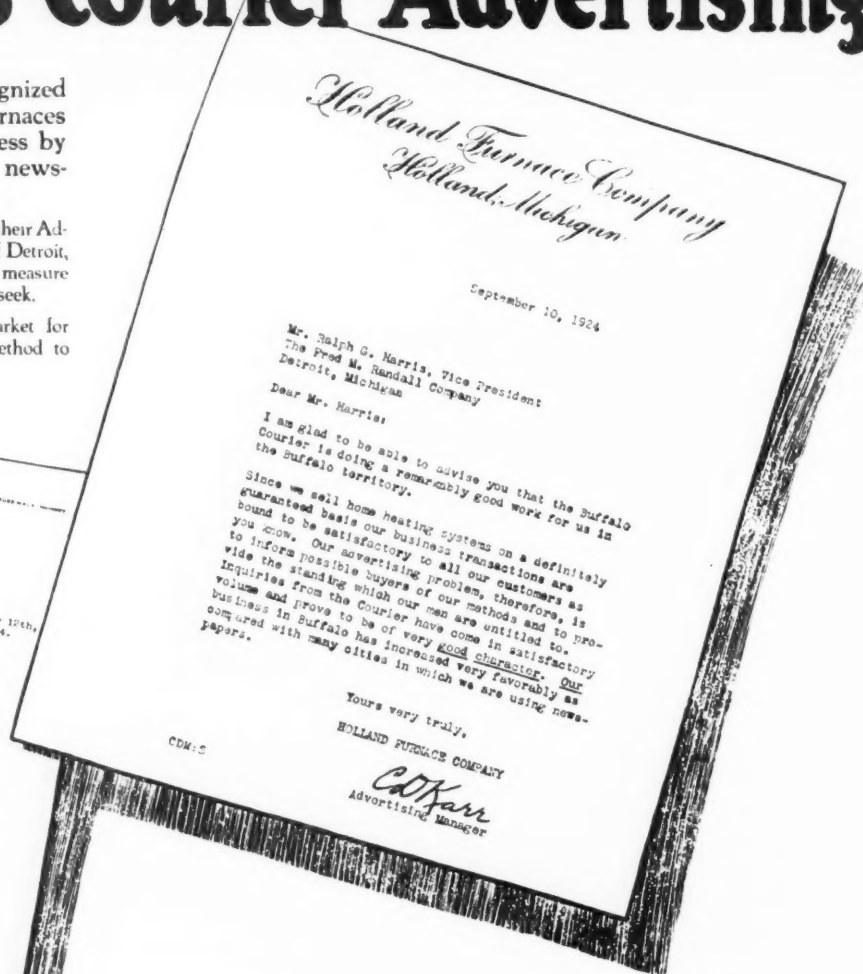
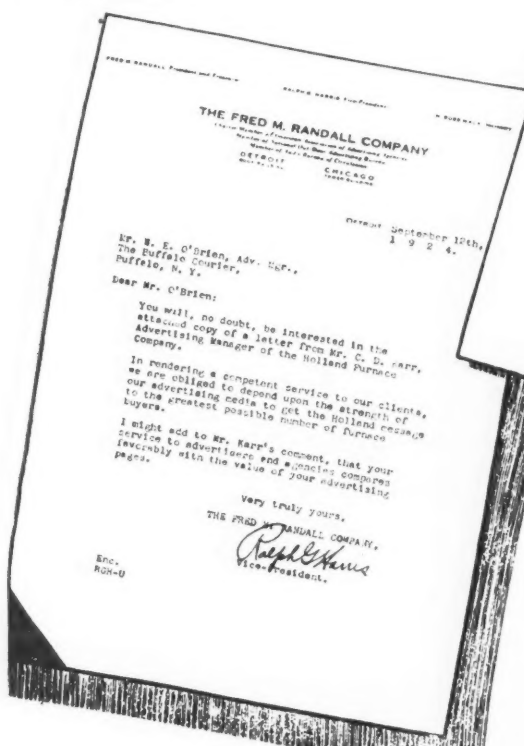
ANDERSON, INDIANA  
KOKOMO, INDIANA  
CHICAGO  
CLEVELAND, OHIO  
FAIRMONT, W. VA.

# Holland Furnace Company Commends Courier Advertising

The value of Courier advertising is recognized by the World's Largest Installers of furnaces who have built their enormous business by high grade salesmanship supported by newspaper advertising.

The letters from the Holland Furnace Company and their Advertising Agents—The Fred M. Randall Company of Detroit, indicate that Courier Advertising Delivers in full measure that influence which aggressive national advertisers seek.

Buffalo territory offers a large and expanding market for worth while products. The Courier offers the method to reach the Buffalo market.



Adequate Newspaper advertising has enabled the Holland Furnace Company to double its sales time after time until in many communities where Holland Branches are located, the Holland Company sells more furnaces than all competitors combined. The total Sales of 113 Hot Air Furnace Manufacturers, according to 1921 Federal Census, were \$29,820,000. The Sales of Holland Furnaces in 1923 amounting to \$10,174,000. To cover the Buffalo territory the Holland Furnace Company uses the Sunday Courier exclusively.

The Courier offers advertisers and advertising agencies full co-operation in analyzing local markets and in planning merchandising campaigns in the Great Buffalo Market.

## Buffalo Courier

Foreign Representatives  
LORENZEN & THOMPSON

New York

Chicago

# Developments in Scientific Methods for Selecting Salesmen

By H. G. Kenagy

Sales Research Department, Procter & Gamble Distributing Company

*The Concluding Article of a Series*

**S**IZING up the other fellow, analyzing our first impressions of people we meet, gauging their abilities—these are daily operations performed by all of us. Some do it unconsciously, some make it a pastime, some take it seriously and give it earnest thought. Out of centuries of experience in judging human nature, there have been evolved many more or less commonly accepted notions about the significance of various (presumably) recognizable outward signs of inner traits or characteristics. We have learned to speak confidently about the square jaw which denotes determination, the thin straight lips indicative of firmness or hardness, the deep-set narrow eyes of the shrewd or scheming individual, the large nose of the executive, the high forehead of the thinker and scholar, the bright eye of the alert and clever chap, etc. From these common, inherited assumptions, whole systems of judging character have grown, which proclaim significance for every degree of variation in color, texture, and structure which is observable in man.

## The Downey Series of Tests

Among the tests for particular traits of character or temperament, perhaps no group is better known than the series devised at the University of Wyoming by Dr. J. E. Downey. Since the tests were published they have been used with many groups of individuals in various occupations, including many types of salesmen. In our preliminary investigation of possible tests for use in selecting salesmen, the Downey series was used with a group of 125 salesmen. The names of the specific tests will indicate the traits which they attempt to measure: Speed of decision; freedom from inertia; motor impulsiveness; flexibility; motor inhibition; freedom from self-consciousness; assurance;

care in detail; coordination of impulses. These tests, presumably, should enable the examiner to measure how quickly an individual makes up his mind, whether he works at his best speed without external pressure, how impulsive and energetic he is, how well he can control his natural impulses, how self-conscious he is, etc. These are important factors in a salesman's internal make-up, and every sales executive would be glad to have at hand some easily administered method of securing accurate measures of an applicant in these respects. Unfortunately it is almost necessary to employ an expert in mental tests to get reliable results from the Downey series. Furthermore, repeated experiments have failed to establish conclusively a

high degree of correspondence between standings in the tests and subsequent sales success. At present the chief value of the tests seems to be in analyzing the individual so that he can be given more effective training and supervision along the lines of his particular weaknesses.

However, our preliminary research with the trait series indicated two tests which gave results of sufficient significance to warrant further investigation. One is the test for Freedom from Inertia and the other Freedom from Self-Consciousness. The first is a simple device for discovering how much an individual speeds up "under pressure." That is, how much more work does he accomplish when he works at top speed. The theory is

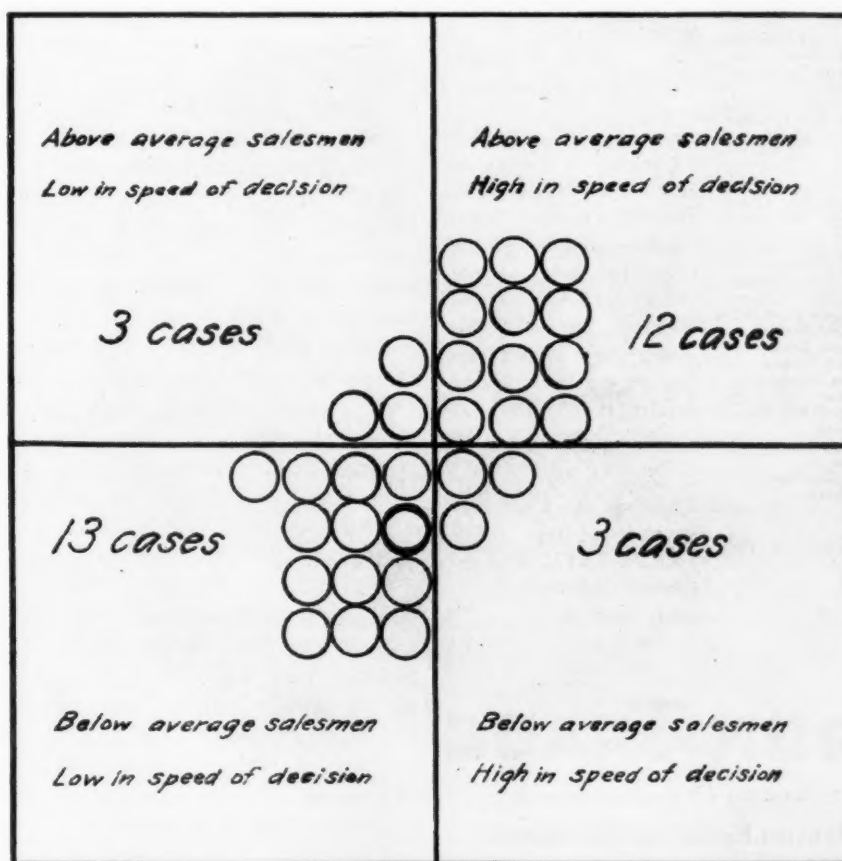
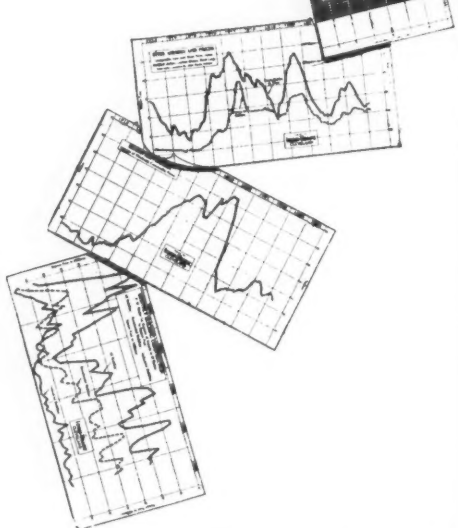


Chart H. Test for speed of decision differentiates between good and poor salesmen





### Typical Charts

Steel Ingot Production  
Pig Iron Production  
United States Steel Corp. Unfilled Orders  
Bradstreet's Wholesale Price Index  
Monthly Construction Awards (Sq. Ft.)  
Construction Costs  
Railway Car Orders  
Automobile Production  
Railroad Traffic  
Security Prices  
Iron Trade Review Business Index  
Iron and Steel Price Index (Iron Trade Review)  
Cost of Living  
Farmer Purchasing Power  
Foundry Pig Iron Prices  
Monthly Structural Awards  
Steel Castings Bookings

**IRON TRADE REVIEW** proves a profitable advertising medium because of the many editorial features that give it such intense reader interest.

One of the distinctive editorial features of **IRON TRADE REVIEW** are the *Business Trend Charts*—four pages of them in each issue—which, in a concise and clearly understandable way give the busy executive all the facts that he requires upon which to prudently base his decisions.

Thousands of readers have found that **IRON TRADE REVIEW** is absolutely indispensable to their business.

# IRON TRADE REVIEW

Published Every Week—Established 1883

Penton Building, Cleveland

Member A. B. C.—A. B. P.

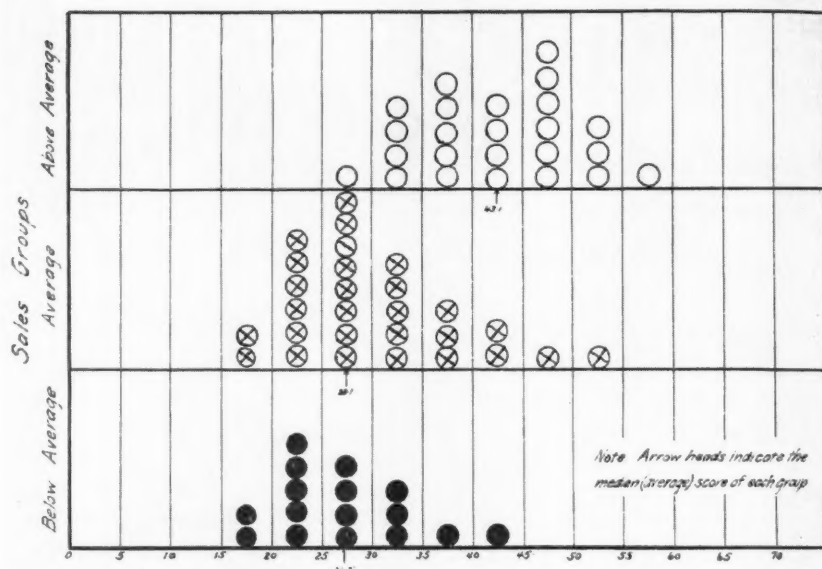


Chart J. Scores in freedom from inertia show slight differentiations between the various groups

that the man who can speed up a great deal has greater inertia than the man who shows little difference between his ordinary speed and his highest speed. A sales job requires a man who works at about his best speed all the time without having to be spurred on every now and then by his sales manager. The second test is designed to measure the relative ease or difficulty with which the individual makes decisions about his personal traits or characteristics. The individual who is self-conscious, who is bothered about what people are thinking about him, becomes confused, flushes and hesitates when asked to make quick decisions about himself. The opposite type has no difficulty in this respect and responds readily. The good salesman has no worries about his own personality and registers without hesitation his confident decision.

In other sales organizations where the Downey series has been tried, some of the other parts have been found useful. For example, in a small group of bond salesmen the test of speed of decision gave a good differentiation between the more successful and less successful salesmen. The test for flexibility also worked out well. In occupations where motor control, patience and accuracy are important, the tests of motor inhibition, coordination of impulses, and care in detail have proved valuable.

The method of evaluating one of these tests is the same, of course, as that described in the two previous

articles. Chart H illustrates the simpler procedure. Where the sales group cannot easily be divided into two nearly equal groups on the basis of sales success, the plan of distribution shown in Chart J may be used. Here there is added the average or in-between group of salesmen who cannot be properly classed as either good or poor. In this case they approach in test scores more nearly to the below-average group.

Chart J gives a good picture of the result often secured from the use of a single test. There is no clearly defined score or limit which divides the better from the poorer salesmen. A dividing line drawn at thirty as a standard would eliminate only one good salesman but it would retain twelve average men and five below average men. If the line were moved up to thirty-five, it would cut out four more above-average men as compensation for the five mediocre and three poor men who would also be dropped. This might or might not be a profitable trade. In cases of this sort the proper procedure is to establish a rather high standard for the test and depend upon some other test or measure to elevate the desirable applicant who makes a low score in this one test. Often it is necessary to use a whole battery of tests in selection, grading the individual according to his final or composite score rather than on his record in one or more tests separately considered. More will be said about this matter in later paragraphs.

For many traits or abilities there have appeared as yet no objective tests of any sort. There are still many qualities of character and personality which the sales manager has to judge for himself in choosing from among the applicants for a sales position. But he need no longer go about this task in the unsystematic, haphazard fashion which used to be the rule. There are now fairly well developed principles for the rating of observable traits and for the evaluation of such ratings. A discussion of these principles is out of order here, but it may be possible to give a general idea of their practical application.

#### Analysis of Job is Necessary

The first job of the sales manager who wants to put his selection plan on a standard basis, is to analyze thoroughly the salesman's job and list completely the qualifications required for success. This cannot be done while sitting in his arm chair in his private office. It requires the actual application of the technique of job analysis so well worked out in the industrial field. He must find out, in quantitative terms so far as possible, just what the salesman has to do and what abilities and knowledge he needs to have in order to do it well. With these things carefully worked out, the next step is to discover which abilities and which kinds of knowledge can be segregated and measured by tests or other objective devices. Those which cannot be taken care of in this way, compose the residue which must be handled by some sort of rating scale or other form which admits of statistical evaluation.

There has been a great deal of interest in rating scales since the idea was popularized by its use in army personnel work, and a fairly voluminous literature has resulted. Of the various kinds of scales in use, the graphic scale has proved most objective and reliable because it gets away from definitions and generalities, very largely, and secures more nearly comparable ratings from different judges. The characteristics of such a scale are clearly indicated by the excerpts from an interviewer's rating blank shown in Chart K. The complete blank has twenty qualities on which the applicant is rated. Two or more field sales executives rate each applicant

## Business Dynamite!

ONCE in a while we may pause to reflect that few modern improvements would be economically possible if it were not for dynamite.

A single discharge of dynamite, properly *directed* and *confined*, will dig a straight ditch across swampy ground, opening to cultivation long-accumulated fertility previously untouched.

Direct Mail Advertising is frequently used in merchandising in the same way!

A sales organization may skirt a known territory for years because it seems so obvious to them that too great effort is required to cultivate it.

Then one day direct mail literature is placed there, correctly *confined* and scientifically *directed*, and opens a new source of business.

Your Direct Mail Advertising may merely make a loud noise and be an item on your books, or it may be a powerful influence in the functioning of your business. Profitable results come from scientific direction and confinement. Successful campaigns by Buckley, Dement & Company prove:

*Directed Mail Advertising  
Opens New Markets!*

Complete  
Departments in

MERCHANDISING  
SURVEYS  
COPY  
ART AND PLATES  
PRINTING  
IMPRINTING  
MAILING LISTS  
PEN ADDRESSING  
TYPEWRITING  
FORM LETTERS  
MAILING




### BUCKLEY, DEMENT & CO.

DIRECT MAIL ADVERTISING  
PLANNED—PRINTED—MAILED

General Offices and Plant  
1308 JACKSON BLVD., CHICAGO

Eastern Sales Office  
247 PARK AVE., NEW YORK





**It's SHIPPED!**  
THAT'S SATISFACTION

When your products are in a Cotter Warehouse and you get an order for delivery in the Central States, you can truthfully acknowledge that order and say "it's shipped" because the "first lap" from factory to our central locations is already covered and a wire or letter from you to us will place the goods in the dealer's hands in the shortest possible time.

Many distant manufacturers are cashing in on their nationally advertised products in The Central States by giving their jobbers and dealers the same delivery service thru Cotter Warehouses that they would get direct from local manufacturers.

The biggest proportion of "Customer Satisfaction" comes thru prompt delivery of the goods. You can give that satisfaction to customers in the Central States thru Cotter Warehouse and Distribution Service because our warehouses are located in the railroad centers of Ohio and our daily motor freight service alone covers a radius of seventy-five miles from each warehouse.



*The* **W. L. COTTER WAREHOUSE Company**  
 established in 1882  
 Akron, Columbus, Mansfield and Toledo  
 Executive Offices at Mansfield, Ohio

on the points contained on the blank. These ratings furnish a record of the interview and serve as a basis for comparing opinions. Each rating can be given a numerical value and the average total rating used as a part of the applicant's composite record.

The usefulness of a rating scale in making the interview more effective is obvious. It assists the sales manager in sizing up the applicant and enables him to record his judgment. It also assists him in developing a systematic method of analyzing his opinions about the applicant. It calls attention to specific important facts and forces discrimination. It covers a fairly wide range of points, thus helping to prevent the forming of snap judgments or prejudices based on one or two characteristics of the applicant. This is an aid to fairness and thoroughness. As a definite record of the interview it makes possible a real comparison of the merits of two or more applicants. Sales executives who have used rating blanks properly, testify to their value as an aid in the selection process.

One of the most important things which must be borne in mind in the use of a program of selection which takes into account a considerable number of factors, is that no single item must be given too much weight in the final decision for or against an applicant. The total or composite result is the important factor. If the standard on education calls for high school graduates or better, the grade school graduate should not, therefore, be positively eliminated from consideration. He may meet the requirements in all other respects. If the

standard is against single men, that should not eliminate the unmarried chap who stands well on most of the other requirements.

The effort should be to insure the proper consideration of all pertinent facts about a candidate. This may require the preparation of a special form on which a summary of all the facts can readily be recorded. This form should guide the sales executive in casting up the balance on each applicant. With the facts from this form before him, the sales manager can be sure that he is not neglecting any important facts.

The first group of items on the blank should be taken from the application blank, according to the results of research on physical and personal history factors. The score from the interviewer's rating blank should then appear, followed by composite or final score from the series of tests used. The blank should contain space to record the results secured from letters of reference, and any other facts which seem important to the hiring official. Generally speaking, these items should be those which fit or unfit the applicant for the particular territory to be covered. All of these non-measurable factors can be checked as favorable or unfavorable and taken into consideration in making the final decision. If the applicant is employed, the summary record should go into the permanent file to be used later in the annual check-up on how well the selection plan is working out in actual practice. Each company, of course, must work out for itself the significant facts upon which its plan of employment can be built.

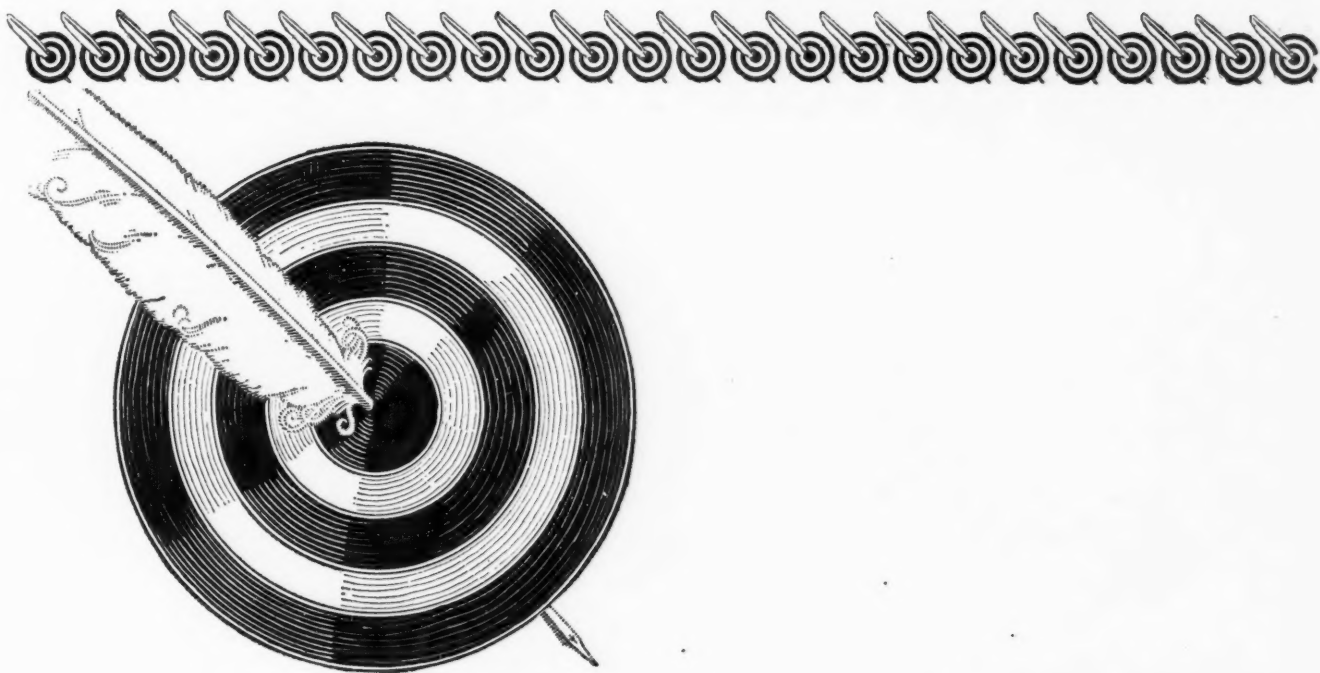
To what extent does the applicant-participate in the conversation during interview?	Takes a leading part	Initiates some points of discussion	Fairly responsive	Hardly more than answers questions
How does he speak of former employer?	Denounces bitterly; shows disrespect	Criticizes; airs his grievances	States frank opinion respectfully	Mentions their good points; admits own faults

**CHART K-Sample Items from an Interviewer's Rating Scale**

The interviewer keeps the blank before him during the interview, using it as a guide in asking questions and making observations. Immediately after the interview he records his judgments on each item by making a cross (x) or check somewhere along the line. He is guided by the descriptive words and phrases under the line but does not necessarily place his check immediately above any phrase. The crosses shown on the chart indicate how the judgments are to be recorded.

Chart K. Sample items from an interviewer's rating scale





## Advertising Well Directed

**O**WNEDEntirely by the men who operate it—governed by the good of the clients it serves—with a volume of business that places it among the first ten advertising agencies of the United States—with a clientele that has steadily increased in number and variety of business—and a personnel of 160 men and women, successful salesmen, sales managers, advertising managers, general executives, writers, editors, artists, research specialists—we believe this advertising organization has something to offer advertisers large or small.

## CAMPBELL~EWALD COMPANY

H. T. Ewald, *Pres.*  
E. St. Elmo Lewis, *Vice-Pres.*

*Advertising*

\* Guy C. Brown, *Sec'y.*  
J. Fred Woodruff, *Gen'l Mgr.*

*General Offices, Detroit, Michigan*

New York

Chicago

Toronto

Dayton

Los Angeles

San Francisco



© C. E. Co. 1924

# A Wonderful Tie-up for



EVERY Monday morning Mrs. Peterson, head of the Home Service Department of the Peoples Gas Light & Coke Company, gives a food talk over Westinghouse Radio station KYW. A great army of housewives listen in because Mrs. Peterson is one of the foremost food experts in the country.

At the end of her talk Mrs. Peterson says :

"You will find the complete text of my talk, together with a number of recipes, in today's Chicago Evening American."

So it is that thousands of housewives turn to the Grocery Section of the Chicago Evening American each Monday to read Mrs. Peterson's food talk and to copy the recipes for which she is famous.

# CHICAGO EVENING AMERICAN

A GOOD NEIGHBOR

# for Food Advertisers

Certainly here is an ideal tie-up for food advertisers. It insures maximum reader interest because Mrs. Peterson's reputation as an authority on all matters pertaining to food is well known throughout the west.

It is only logical that the Chicago Evening American is an unusually productive medium for food advertisers. It goes into more than half the homes of Chicago and suburbs and provides greater coverage than any other evening newspaper can offer.

Food advertisers would do well to investigate the sales opportunities offered through the Monday Grocery Section of the Chicago Evening American.

---

Daily Average Net Paid  
Circulation for 6-month Period  
Ending September 30th

458,435

*Largest Evening Circulation in Chicago  
and Third in America*

NING AMERICAN  
OOD Newspaper



We always think  
well of the manu-  
facturer who believes  
in testing a sales  
plan on an adding  
rather than a talking  
machine.

McJunkin  
Advertising Company

*Dominant Idea Advertising*  
*Outdoor · Newspaper · Magazine*  
*5 South Wabash Avenue, Chicago*

# Washington Offers New Analysis Of Retail Store Locations

Congress to Revive Railroad Issues, Anti-Bribery Bill, Mellon Plan, and Trade Association Rights Discussions

A NEW report has been issued by the Department of Commerce called "Retail Store Location" (Bulletin No. 269), which outlines the prime considerations in deciding where a merchant should choose his business site. The report is designed to aid in cutting down the number of failures in retail business that are traceable, either directly or indirectly, to disadvantageous location.

The report points out how the chain stores have demonstrated the importance of the influence of the various location factors. An analysis is made of the influence of sunshine and shade on shoppers, the number and class of wage earners in a community, the number and size of present stores, the influence of street car and other transportation lines, flow of traffic, and so on.

The data was gathered from many prominent retailers all over the country. Copies of the report are available from the Department of Commerce in Washington or any of the department offices in other cities.

Come what may, marketing executives can be reasonably sure that their heads will not be placed in the noose of a tax on gross sales or turnover. The national farm organizations and the big labor unions are as bitterly opposed as ever to a general sales tax and their opposition is never silent. They argue that a general sales tax would hit hardest the poorer members of the community who are obliged to spend their entire incomes.

The present Congress, having revised the revenue law at the last session, would like to consider taxation as an incident closed for the remainder of its legislative life. But one cannot be sure. Doubt comes partly because the secretary of the treasury has let it be known that he will again urge Congress to relent and adopt the Mellon plan of tax revision, which had the support of

President Coolidge and many business interests. More of doubt arises from the circumstance that our present federal tax program has not yielded, this past few months, as much money as was counted on and is needed to run the government. There are the disbursements of the soldier bonus to be reckoned with, and, just around the corner, is the need of funds to provide pensions for the widows and incapacitated veterans of the world war.

Speaking of the "farmer vote" in Congress brings to mind that the spokesmen for the country folks are becoming very much exercised over the issue of cheap fertilizer. For a long time past, the American Farm Bureau Federation and other organizations have urged the use of a fair proportion of the nation's hydro-electric power for the manufacture of cheap fertilizer. Now the Ford-Muscle Shoals proposition promises to bring a show-down. Sales managers may be affected in countless ways that they do not suspect. For example, with cheap fertilizer and increased fertilizer consumption on American farms, there will probably come a demand for wholly new types of fertilizer spreaders.

Whether or not there is any jump in express charges, it is almost certain that the final fling of the old Congress will include issuance of a new price list for the parcel post, as well as for other classes of mail and postal services. This matter of a revision of postal fees and fares has been brewing for a long time, and has only been held off until the Post Office Department could complete the cost-of-operation study upon which it has been engaged for a couple of years. Whatever the "cost ascertainment" may show, the department has been determined upon a mark-up of the zone and pound rates on packages. The parcel business, it is declared, has been conducted at a loss mounting into millions of dollars a year. Now

there comes to stiffen the determination of the department, the project to increase the pay of postal workers. A new version of the bill that President Coolidge vetoed last session is coming. Tacked to it is a postal price list that will increase the mail service income \$68,000,000 a year, the amount needed to bulge the pay envelopes of the postmen.

Another issue with a sales slant that has its chance at this coming session of Congress is railroad legislation. Few observers at Washington look for revolutionary general legislation, but something may come of the effort to have Uncle Sam insist upon the striking of a proper balance between rates for long and short hauls. The traveling salesmen's organizations are still nagging for interchangeable mileage tickets as well as for removal of the surcharge on Pullman accommodations. Furthermore, Congress may be drawn into the controversy arising from the effort of the express companies to secure permission to raise their rates.

Some of the special legislation affecting business interests now waiting a turn in Congress include such constructive measures as the Bankruptcy Bill, the Federal Sales Act and the Commercial Arbitration Bill. The last-mentioned probably has the best chance this winter. Contrary to belief in some quarters the commercial arbitration project would not compel business men to seek peace by compromise or conciliation. Instead, it would merely make the power of the United States courts available to compel both parties to an arbitration compact to live up to their agreement.

As practical marketers, sales managers regardless of commodity lines, will have an interest in the Ketcham Bill which has already passed the House of Representatives and will be urged upon the

# \$75,000 in Sales

ONE of our clients has ordered another 15,000 display cartons. His first order, two months ago, was 10,000. Every carton means a \$3.00 order. Stands to reason our mail campaigns must be getting big results or this client wouldn't need so many boxes to fill orders.

If you want more sales thru direct mail advertising, let us suggest some ideas. No obligation, but you must tell us something of your sales problem, how your product is marketed, etc.

**EDWARD H. SCHULZE, Inc.**

*More Sales with Less Cost*

Woolworth Building

New York City

Senate at this session. It would empower the United States Department of Agriculture to report on market conditions for agricultural products in much the same way that the Department now reports on acreages, yields and crop conditions.

The current unrest in business circles over the use of push money, secret commissions, "hidden demonstration" and other artificial sales stimulants is counted upon to breathe new life into the languishing project for an anti-bribery law aimed at graft forms of selling. Question has been raised, however, whether the bill now pending (with the approval of the Commercial Standards Council and other organizations) will not have to be withdrawn and rewritten. As phrased, it is intended primarily to outlaw the undue persuasion of employees who have purchasing power or who write requisitions. Foes of "spiffs," P. M.'s, and the like, figure that the measure may need more teeth to catch givers of such sales subsidies, especially when the regards are given to retail sales people with the knowledge and consent of their employers or department heads.

Shall the Federal Trade Commission have more money? Skimped on its expense account this last two years, the commission has pleaded inability to get through its routine work, much less carry out the special investigations asked by Congress. To prove how it is pinched the Trade Commission will tell Congress that it had to wait until after it got its allowance for 1924-25 to undertake the investigation of flour and bread distribution which the Senate requested last February. Behind the flour and bread survey waits the investigation of cotton marketing practices ordered by the United States Senate last summer. This, by the by, is calculated to interest sales executives because it seeks to get a lead on the part played by factors or brokers.

This winter the Patent Committees will take up measures which include a general revision of the trade-mark laws mapped out by the American Bar Association. Also there is the shake-up of our copy-right laws that is causing some excitement in the book publishing

world. Third comes the Design Registration bill which is the pet of a score of industries that find their best sales assets in exclusive original designs. And, finally, along come the administrators of the United States Patent Office with a million dollar project for enlarging the Patent Office with an eye to giving better and quicker service to business men who call for copies of patents in order to see what their competitors are doing or to ascertain the trend of the trade.

The Patent Office, being more than self-sustaining, thanks to the fees paid by inventors and business men, the officials are minded to ask Congress to make the institution of more practical use to the business community by publishing at appropriate intervals a new kind of "list of opportunities." This list would enumerate patents as they expire, thus showing just when each invention is released for the free use of all manufacturers. Better yet, it would draw attention to promising "unworked" patents, many of which can be purchased from the inventors for nominal sums, but which offer the basis for new industries and valuable improvements in existing lines.

The most unexpected flare-up on the Congressional horizon is the clamor of business men for quick enactment of special legislation that will define the rights and privileges of trade associations. This chorus bursts upon Congress in consequence of Attorney General Stone's attitude of let-the-courts-do-it. It was the former attorney general, Mr. Daugherty, who threw the monkey wrench in trade association activity by his letters to Secretary of Commerce Hoover intimating that the statistical and intelligence activities of trade associations might constitute an infraction of the anti-trust laws. When the question was put up to the present attorney general, Mr. Stone, the best that the new head of the Department of Justice could do was to promise a series of test cases, that, when carried to the highest courts, would presumably show just how far trade associations can go in exchange of information, etc. In view of the overcrowded condition of the courts trade associations are turning to Congress with loud shouts for help





## Back to First Principles

In the old days men sold goods out of packs carried on their backs. Rain or shine they made their rounds, calling, calling, calling at the doors of the countryside. The more calls they made, the more they sold—the more repeat sales they made, the more customers they gained. Great business concerns were built that way. They flourish today.

Now, manufacturers can't carry packs. But they can put their goods into the pack of this unique woman's magazine—and call, call, call on more than a million women readers until the goods are sold, with consistent repeats. The concerns which have used this pack to distribute their wares, have, by sticking to it, built bigger sales and bigger profits. They say so themselves. Use

## GOOD HOUSEKEEPING

More Than a Million Readers  
More Than a Million Buyers

**Travelers' Identification Cards**  
eliminate red tape and enable your salesmen to get cars instantly at 55 Saunders System branches. Arrange now to supply your men!



# Rent Your Sales Cars

At Lower Drive-It-Yourself Costs ➔

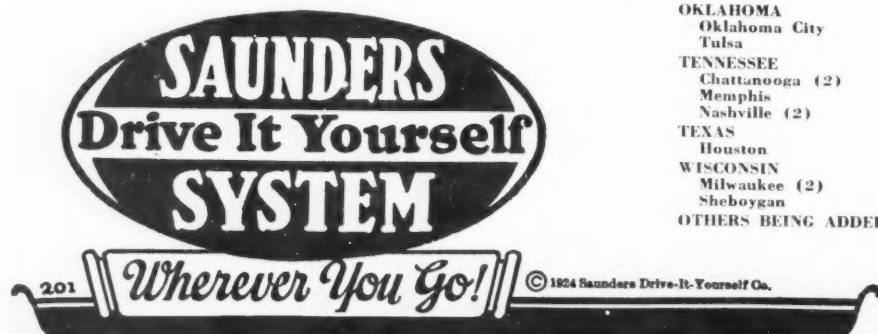
Your salesmen can now rent and drive Saunders System sales cars at less cost than company owned cars. This drive-it-yourself rental service, supplemented by rail traveling between major towns, nets you the lowest possible transportation and selling costs. Out of 50 cities from Denver to Baltimore, Milwaukee to Mobile, you can work your market with all the advantages of a motorized sales force at minimum operating expense and with no car investment or supervision.

Many organizations today are carrying an unnecessary burden of sales expense in the constant back-tracking to headquarters towns, daytime cross-country driving to distant points, lost time due to repairs and upkeep attention to company owned cars. Instead, Saunders System sales cars may be used in the territory surrounding your important market towns just as any company car and traveling between these towns may be done by rail and at night. The insidious but prevailing company car abuses during and after business hours may be eliminated by our trip receipts used as vouchers showing time and miles driven. This service helps to guarantee a full day in the field from each man having a car.

Saunders Drive-It-Yourself System rents both gear-shift and Ford Coupes, Sedans and Touring Cars, on a scientific, low cost, per mile basis. Each salesman drives privately a clean, new, splendid running car with standard insurance protecting you against liability, fire, theft, collision and property damage above \$15.

There are few sales organizations which cannot use this service to advantage. May we send you our booklet "Answers to Questions," suggesting how to apply it to your selling plan?

**SAUNDERS DRIVE-IT-YOURSELF CO., Inc.**  
Executive Offices: 208 Saunders Bldg. Kansas City, Mo.



## In 50 Cities

- EASTERN DISTRICT**  
Baltimore, Md.  
Richmond, Va.  
Washington, D. C.
- ALABAMA**  
Birmingham (2)  
Bessemer  
Mobile  
Montgomery (2)  
Tuscaloosa
- COLORADO**  
Colorado Springs  
Denver  
Pueblo
- GEORGIA**  
Atlanta (2)
- ILLINOIS**  
Galesburg  
Moline  
Peoria  
Rockford  
Rock Island  
Springfield
- INDIANA**  
Evansville  
Indianapolis (2)  
New Albany
- IOWA**  
Cedar Rapids  
Council Bluffs  
Davenport  
Des Moines
- KENTUCKY**  
Louisville (2)
- KANSAS AND MISSOURI**  
Kansas City  
St. Joseph, Mo.
- NEBRASKA**  
Lincoln  
Omaha (2)
- OHIO**  
Akron  
Cincinnati (3)  
Cleveland  
Columbus (3)  
Dayton
- OKLAHOMA**  
Oklahoma City  
Tulsa
- TENNESSEE**  
Chattanooga (2)  
Memphis  
Nashville (2)
- TEXAS**  
Houston
- WISCONSIN**  
Milwaukee (2)  
Sheboygan
- OTHERS BEING ADDED**

in the form of a law that would definitely fix the boundaries of legitimate activity for trade associations. Incidentally, that kind of a law would presumably tell the Federal Trade Commission where it gets off. At present, the censorship of trade associations, which the trade commission is attempting, is helping to muddy the waters.

Evidently the wholesale grocers and other firms that have been cited by the Federal Trade Commission for coercion and boycott of Procter & Gamble are content to allow the case to go to trial. The time limit allowed for the filing of answers has expired without any official or member of the South Texas Wholesale Grocers' Association undertaking to put forward, at this preliminary stage, an explanation or justification. No date has yet been set by the trade commission for hearing the case, owing to the crowded condition of the commission's docket, but it is assumed that the case will be reached some time this winter.

The present test case—the first one of the precise kind in the history of selling—is the outgrowth of that change in sales policy whereby the Procter & Gamble Distributing Company on July 1, 1920, withdrew the prices at which it had previously sold to wholesalers and began to sell at equal prices to all buyers of equal quantities. The Trade Commission charges that following this termination of preferential treatment for jobbers, the members of the South Texas Association entered into a combination and began to do everything in their power to hamper and obstruct the distribution of Procter & Gamble products.

To begin with the banded wholesalers refused to handle P. & G. products. Pressure was brought to bear on other wholesalers likewise to cease dealing in the boycotted products. One firm in the association was, it is charged, forced to resign because of a refusal to participate in the boycott. Finally persuasion and pressure were brought to bear on retailers to induce them to cease stocking the P. & G. goods and to recommend to their customers rival products. Ultimately the case will determine whether it is lawful to use any cooperative means to punish or dictate to a marketing interest with respect to its sales policy.

How

# SOUTHERN RURALIST



*Serves "Every Interest of  
the Farm Home"*

*Reaches all the  
family*

**W**HICH member of the farm family do you want to reach—the farmer himself, his wife or the boys and girls? Your message in Southern Ruralist will go to all of them. Southern Ruralist is the family farm paper, read from cover to cover in more than 400,000 prosperous rural homes in 14 states, from Maryland to Texas.

*Instruction and  
entertainment*

The reason is simple enough: Southern Ruralist has a separate department for each farm activity. Note these diversified headings: Dairy and Live Stock, Veterinary, Horticulture, Gardening, Markets, Farm Mechanics, Poultry, Boys' and Girls' Clubs, and The Home. Every member of the family looks to one or more favorite departments for authoritative instruction, and to the magazine as a whole for general education and clean entertainment.

*400,000 net paid  
guaranteed*

To buyers of advertising, this receptive attitude is even more significant than the fact that Southern Ruralist offers wasteless circulation. But the latter is of prime importance, too. The character of Southern Ruralist's 400,000 net paid guaranteed has been verified by the most comprehensive circulation check on record.

Perhaps you would like to have a Southern Ruralist representative explain this happy quality-quantity combination. The nearest office will be glad to serve you.

**SOUTHERN RURALIST**  
ATLANTA, GA.

CHICAGO  
J. C. BILLINGSLEA  
123 W. Madison St.

NEW YORK  
A. H. BILLINGSLEA  
342 Madison Ave.

ST. LOUIS  
A. D. MCKINNEY  
1411 Syndicate Trust Bldg.

MINNEAPOLIS  
R. R. RING  
Palace Bldg.

1511



# Advertising the Product that "Can't Be Advertised"

Continuous Use of Small Space in Business Papers Creates Definite Personality for Producers of a Drab Product

By Roy W. Johnson

SIXTEEN years ago, a moderate sized producer of cold drawn steel shafting at Youngstown, Ohio, departed from precedent, and instead of running a standing card in the business press to "keep his name before the public," began a consistent and persistent effort to establish a definite personality in the minds of users of the product. Nothing miraculous happened. The company did not leap into a position of dominance in the steel industry over night, or anything like that.

As a matter of fact nothing of the sort was expected, or attempted. It was farthest from the company's thought to attempt the spectacular. Very seldom was a larger space used than quarter pages, and the advertising was run almost exclusively in two publications.

For all that, however, the story is worth telling, both on account of the results that have been obtained, and because it shows what may be done by an intelligent use of small space. There are dozens—yes, hundreds—of concerns in much the same situation; with products that present absolutely no distinctive

"talking points" whatever, a market that is "hard-boiled" to the last degree, and who cannot afford to spend money for full pages and double-spreads, even assuming that they could make effective use of them. The experience of The Fitzsimons Company ought to be interesting to many sales executives with that sort of a problem.

In the first place, it is perhaps hard to imagine a product that is any "harder to advertise" than cold drawn steel shafting. When you have got it in finished form it is nothing in the world but a length of steel that has been pulled through a die that is smaller than the original bar as it came from the rolling mill.

This drawing process produces a bar that is true to size and shape throughout its length, with a smooth, polished surface, and a rind, if one may use so untechnical an expression, that is considerably tougher than the inside. It is mainly used as raw material for automatic screw machines which cut it up into small parts for assembly, such as nuts, bolts, screws, etc.

It is also used to a considerable extent for line shafts in factories, elevator slides, pump rods, and so following. Not much opportunity here for bragging about the superiority of one's product. It is either "right" or it isn't, and if it is right, it is merely according to specifications. The minute it is put to use it loses its identity, and becomes merely an undistinguished part of something quite different. Not unlike our old friend the mule, "without pride of ancestry or hope of posterity."

Again, consider the market, consisting of a comparatively few manufacturers—those who build mechanical equipment of one sort or another, and the specialized parts makers who manufacture small parts on contract for others. Mighty small chance to get under the hides of their professional purchasing agents with "human interest" stories, eloquent diatribes on quality, or claims of superiority. No chance at all, as a matter of fact.

For which reasons most of the steel concerns in this branch of the industry content themselves with a

<p><b>We Get New Business</b></p> <p>mainly by presenting the unvarnished truth about ourselves, and we try to keep it by deserving to keep it. You are invited to test the results of this policy when it suits your convenience</p> <p>THE FITZSIMONS COMPANY <i>A good concern to do business with</i> YOUNGSTOWN, OHIO</p> <p>COLD-DRAWN SCREW STEEL AND SHAFTING, ROUNDS, SQUARES, PLATS, HEX. AND SPECIAL SHAPES.</p>	<p><b>We Welcome New Business</b></p> <p>mainly as an opportunity to demonstrate the general dependability of our service. A dependability which we try to make so evident that it needs no further comment from us</p> <p>THE FITZSIMONS COMPANY <i>A good concern to do business with</i> YOUNGSTOWN, OHIO</p> <p>COLD-DRAWN SCREW STEEL AND SHAFTING, ROUNDS, SQUARES, PLATS, HEX. AND SPECIAL SHAPES.</p>	<p><b>We Have No Magic Formulas</b></p> <p>no slogans, and no pet systems for getting business. We try to keep consistently on the job, and to keep our promises. That isn't a spectacular program, perhaps, but it makes for satisfaction all around</p> <p>THE FITZSIMONS COMPANY <i>A good concern to do business with</i> YOUNGSTOWN, OHIO</p> <p>COLD-DRAWN SCREW STEEL AND SHAFTING, ROUNDS, SQUARES, PLATS, HEX. AND SPECIAL SHAPES.</p>	<p><b>Any Amount of Argument</b></p> <p>in the form of "selling talk" won't alter the facts to any noticeable extent. And in soliciting business we strive to get the facts first, and base our claim upon them rather than upon our desire for an order</p> <p>THE FITZSIMONS COMPANY <i>A good concern to do business with</i> YOUNGSTOWN, OHIO</p> <p>COLD-DRAWN SCREW STEEL AND SHAFTING, ROUNDS, SQUARES, PLATS, HEX. AND SPECIAL SHAPES.</p>
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Dependability, sincerity, reasonable pride in rendering good service, and deference to the other fellow's views and opinions—these were some of the impressions the Fitzsimons Company sought to establish through this type of copy

# "A Mighty Good Medium"

Among the manufacturers whose advertisements appear regularly in The Christian Science Monitor is the National Company of Cambridge, Mass., manufacturers of National D X Condensers, Velvet Vernier Dials, Browning-Drake Regenaformers and other Radio apparatus. The following letter is reproduced by permission:

September 19, 1924.

The Christian Science Monitor,  
Falmouth Street, Boston, Mass.

Gentlemen:

It may be of interest to you to know the results we have derived from our advertising in the Monitor during the past few months.

In every case where we have used space, we have been able to definitely trace sufficient business to more than pay for the advertising used.

We consider the Monitor a mighty good medium.

Very truly yours,

NATIONAL COMPANY,

(Signed) W. A. Ready, President.

We have in our files similar letters from many other advertisers, covering a wide range of products, who have found it profitable to offer their goods to the readers of The Christian Science Monitor.

A steadily growing list of national advertisers who use the Monitor shows an increasing knowledge of the preference of Monitor readers for Monitor-advertised goods.

## The Christian Science Monitor

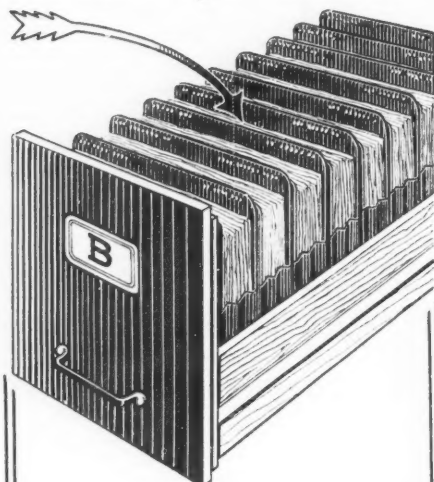
*Member A. B. C.—Circulation Analysis on Request*

### ADVERTISING OFFICES

BOSTON, 107 Falmouth St.  
NEW YORK, 270 Madison Ave.  
LONDON, 2 Adelphi Terrace  
CHICAGO, 1458 McCormick Bldg.  
CLEVELAND, 1658 Union Trust Bldg.

DETROIT, 455 Book Bldg.  
KANSAS CITY, 705 Commerce Bldg.  
SAN FRANCISCO, 625 Market St.  
LOS ANGELES, 620 Van Nuys Bldg.  
SEATTLE, 763 Empire Bldg.

## STRAIGHT AS AN ARROW To The Paper Desired



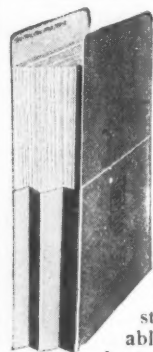
*if you use VERTEX File Pockets  
in your filing cabinet*

Full visibility of index tabs under all conditions, instead of slipped-down, hidden folder tops.

It is hard to file or find letters in over-crowded flat folders, but it's easy in VERTEX pockets. They pay big dividends in time saved and satisfactory service. With them, your files are always in order.

# Vertex

**VERTICAL-EXPANDING  
FILE POCKETS**



because of their expansion feature, will accommodate, with equal ease and efficiency, three, thirty or three hundred letters. That is exactly what you have been looking for—capacity as needed.

Vertex Pockets are made of "Paperoid," a genuine red rope stock, so tough and durable that they will outlast twenty ordinary manila folders.

Send the coupon below and receive a sample VERTEX for trial in your own filing system.

**CUT HERE**

Please send for examination and trial a free sample of Bushnell's "Vertex" Paperoid File Pocket, as described in November SALES MANAGEMENT.

Name of Firm \_\_\_\_\_

Address \_\_\_\_\_

Name of Person Inquiring \_\_\_\_\_

Letter size or Legal size desired? \_\_\_\_\_

If special size is required, send sample of sheet to be filed, and give width and height of drawer

To ALVAH BUSHNELL CO., Dept. E  
925 Filbert Street Philadelphia, Pa.

standing card in the business papers and issue regular stock-lists covering the shapes and sizes they have on hand for immediate delivery. How to make advertising effective beyond that is a real problem.

With that background, and under those conditions, The Fitzsimons Company undertook to demonstrate what could be done through advertising to increase its business by establishing a definite idea in the minds of the trade. Obviously, nobody was going to send in an order for a couple of car-loads of screw machine steel on the strength of a quarter-page of type. Equally, nobody was very likely to wire in a demand to have a salesman sent around immediately.

On the other hand, the company reasoned this way: "Most of these people know us now, if they know us at all, merely as a name and address. That doesn't distinguish us from any other mill in our line for they all have names and addresses. We can't holler about superiority of product, or price, but if we can create the impression that ours is a pleasant and a satisfactory concern to deal with, we shall begin to stand out from the ruck. It is worth trying, anyway."

### Advertising Brought Results

That was sixteen years ago, and the company has been keeping at it on that line ever since. As for the results, they are best summed up perhaps, by quoting Mr. R. E. Fitzsimons, the company's general manager: "While it is practically impossible," he says, "to trace direct sales to advertising of this character, we know that it has paid us many times over for the effort we have put into it. It has been widely commented upon throughout the trade from the very start, and continues to be right along.

"We are constantly getting inquiries as to who is preparing it for us, and it is generally mentioned in one way or another by customers and prospects when we interview them. In several instances it has secured interviews for our salesmen in purchasing departments they had never been able to reach before. One of our men told me that he had called repeatedly on a certain large automobile concern without seeing the purchasing agent at all. After the advertising had

been running for six months or so he made a routine call, was invited in and told that though they were not taking on any new sources for material at that time, they were reading the advertising with a lot of interest. Since then we have secured a good deal of business from them. Much the same thing has happened in other places.

"While we haven't tried to keep any records to prove it, being satisfied in our own minds that the advertising was more than paying its way, we are convinced that we are doing a volume of business at a considerably lower selling expense than would be possible without the intangible good-will the advertising has built up for us.

### Personality in Copy

"I mean that we are operating with fewer salesmen than would be necessary to get the volume without this good-will, and the salesmen we have can work to much better advantage. Most of the benefit is, of course, wholly intangible, and impossible to measure. It is, as I have said, difficult to prove to anybody else that this advertising expenditure has paid in dollars and cents, because we have never had to prove it to ourselves. We know without trying to prove it.

"As for the copy itself," says Mr. Fitzsimons, "we have simply tried to tell the simple, unvarnished truth about ourselves, the sort of folks we are, and the way we look at business. We have tried to make it brief, easy to read, and simple in construction, avoiding always anything that might sound like an overstatement. Sometimes we have been told that we have gone too far in under-stating our claims, but we notice that that is always a recommendation in the eyes of the man who tells us so.

"We try to keep superlatives out of the text entirely, and to make no positive claims, but rather to say that 'we try' to do so-and-so, that 'we think' thus-and-thus, or that we 'believe' you will find us a satisfactory source for material. After the advertising had been running for several years, we did add a sort of standard slogan in small type below our signature: 'A good concern to do business with.' We did this because it was really the main point we were trying to demonstrate, and



in a way it was the theme of the whole series of advertisements.

"What we are after, in a word, is to establish the impression that we are a source for material from which certain things can be expected besides material; such things as dependability, sincerity, reasonable pride in rendering good service, and a deference to the other fellow's views and opinions. We admit frankly and specifically that we are not infallible, that we do sometimes make mistakes, and that we have no magic formulas or panaceas. We have tried not to take ourselves too seriously, and we have often been surprised at the interest that has been displayed in our insignificant little quarter-page of space."

The experience of this concern, which is relatively small and inconspicuous in comparison with many of its competitors, ought to be suggestive to others whose products do not present any obvious outstanding features, or those whose advertising budget is necessarily limited. Even so little space as a quarter-page a week can be made effective if it is consistently filled with copy that has a definite flavor of its own, so that it comes in time to reflect a distinctive personality.

It has often been said that the highest function of advertising is to reflect accurately the true character of the house, and this is quite possible, even in small space. There is nothing sensational or spectacular about the Fitzsimons copy; but there is nothing spectacular about the business. Incidentally, it is worth noting that this concern has made effective and somewhat unusual use of the "emphasis of understatement," which is generally the strongest kind of emphasis there is.

H. C. Macdonald of Detroit, Mich., was elected president of the Painted Outdoor Advertising Association, at the recent fifteenth annual convention held in Detroit. Other officers elected were: E. L. Ruddy, Toronto, Canada, vice president; and Leonard Dreyfuss, New York City, treasurer.

The following directors were elected: H. C. Macdonald, C. T. Donnelly, Leonard Dreyfuss, J. P. Goebel, G. W. Kleiser, Harry Anderson, E. L. Ruddy, Tom Nokes, and H. C. Walker.

# THE RISING TIDE OF QUALITY

More and more people are turning to **THE QUALITY GROUP** for their constructive reading, and the result is an increase in **QUALITY CIRCULATION**.

The current A. B. C. reports show a substantial increase for The Quality Group, a growth in which every magazine contributes its share.

## The Quality Group

ATLANTIC MONTHLY  
HARPER'S MAGAZINE

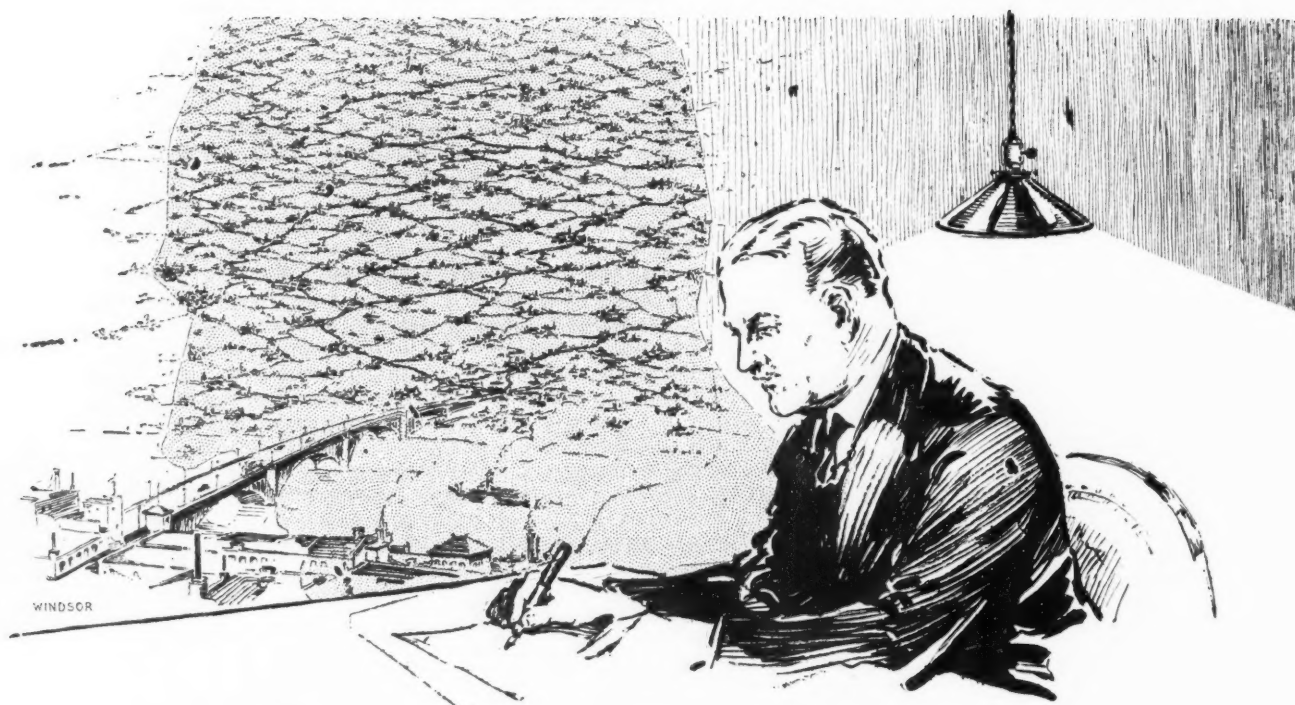
REVIEW OF REVIEWS  
SCRIBNER'S MAGAZINE

WORLD'S WORK

681 Fifth Ave.



New York



# A Giant Influence

## in St. Louis and 1131 Key Towns



### The 49th State

—Add this new commonwealth to your map. It's a circle—radius 150 miles.

Call it "Globe-Democrat Influence." The capital is St. Louis.

The population exceeds 4½ millions. The wealth is based on a wider variety of natural resources and industry than any other state can show.

The Globe-Democrat serves the entire state. No other single newspaper even claims such coverage.

**Y**OU'VE wondered, perhaps, just how big a thing this 49th State is.

And how powerful a force its newspaper, The Globe-Democrat, exerts.

Well, just ponder this:—

Here's a commonwealth of more than 4½ million population, spending more than 18 billion dollars a year.

Unlike other less interesting trade territories, The 49th State has but one great metropolis. Its hub is St. Louis, mecca and trading center of a million visitors a month.

The Globe-Democrat has a far greater daily circulation than any other newspaper in The 49th State.....A difference of many thousands.

This newspaper enlightens and helps mold the thoughts and habits of St. Louis and this outlying commonwealth.

....In St. Louis and the 1131 key towns the Globe-Democrat is the acknowledged newspaper of The 49th State. No other newspaper even claims this dominance.

#### For Many the Only Newspaper

In many of these towns there are many people—people of account, too, with developed tastes and the means to satisfy them who never see any other newspaper.....except The Globe-Democrat.

True, there are 59 towns where local daily newspapers exert significant influence....In

all these 59 towns, The Globe-Democrat, too, is read by the representative people.

There are 17 towns with local semi-weekly newspapers but no local daily....The Globe-Democrat is read in all these towns....and it supplements the influence of local weekly newspapers in 168 towns.

In other words, in all the 244 towns having local newspapers (and good ones, too) The Globe-Democrat influence is apparent.

#### 887 Towns Without Local Newspapers

And there are 887 Globe-Democrat towns without any local newspapers of any kind.... Advertisers, whether or not they supplement their Globe-Democrat advertising with local newspaper space in those 244 towns above, may congratulate themselves that The Globe-Democrat is available to reach these 887 key towns.

....The greatest single sales influence in The 49th State—that is The Globe-Democrat.

Its dominance does not stop at the boundaries of St. Louis. It extends throughout this great natural market, to parallel the influence of the metropolis.

Something to think about.

A giant whose skill and power are already harnessed.

# St. Louis Globe-Democrat

## St. Louis' Largest Daily

F. St. J. Richards.....New York  
Guy S. Osborn.....Chicago  
Dorland Agency, Ltd.

F. R. Scolaro.....Detroit  
C. Geo. Krogness.....San Francisco  
London

# Government Aids for Taking Guess-Work Out of Quota Setting

What Mr. Hoover's Department of Commerce Is Doing To Help Sales Managers Determine Sales Possibilities

By Philip S. Salisbury

THE time will never come when all of the gamble is removed from business. Few of us want it to come, for uncertainty, in proper dosage, adds to the interest of our work. But most of us have no great passion for the old method of plunging blindly on somebody's hunch that the company ought to sell a million dollars in Illinois this year—or ought to market the factory's maximum of 5,000 daily. Why? Where?

Within reasonable limits, anything can be sold, but why sell if not at a profit? The most telling indictment of the guess-work method of setting a quota is that it nicks profits—nicks them if set too low, nicks them if set so high that to squeeze out the tag end so much selling has to be done that the business costs more than it brings.

## Some Light on Quotas

The government now has, under Hoover, a Department of Commerce that is really doing something to help business men cut down distribution costs, but no matter how good their work is, it is of no value unless it is used, and very few taxpayers seem to realize the wealth of material that is theirs for the asking. A recent publication tackles the quota, or territory valuation, problem. It is called "Domestic Market Possibilities for Electrical Merchandising Lines," costs five cents, and can be secured through the Superintendent of Documents, Government Printing Office, Washington. It is recommended as an IDEA book. Forget the fact that it deals with the electrical industry and look on it as a demonstration of what can be done with the authentic figures given in the Statistical Abstract of the United States (which costs only 75 cents).

The survey covers the sales possibilities of electric utilities, and ten factors are considered in making up

the state valuations. All of the figures came from the statistical abstract or from other easily-obtainable government publications—and the writer of this article took the trouble to check up the figures to make sure that the labor of gathering the facts did not overbalance the possible good that might be secured from them. He found that any clerk of average intelligence could make the analysis in a few hours.

Numerous examples could be cited of companies and individuals

FOR the benefit of sales executives who would like to keep in close touch with bulletins and reports which are being printed at Washington, a "Monthly Catalogue of United States Public Documents" is issued.

This list includes all the publications of the Government published during each month, giving prices of all which are available for sale. The subscription price is 50 cents a year. The catalogue is issued by the superintendent of documents, Washington, D. C.

Special price lists for trade purposes, of available publications which fall under general headings, such as "Commerce and Manufactures," and "Maps," for instance, may be obtained upon application without charge.

who worship the great god, FIGURES; who have built up large research and statistical departments that prepare facts and figures which are never used. Because these stories are so well-known, there are some sales managers who have swung to the other extreme and have gone back to rule-of-thumb, Dark Age methods.

This government survey shows how simple it is to use the resources of the Washington department. The ten factors entering into the sale of electrical appliances (disregarding human factors), are, so the Department of Commerce tells us:

1. Ratio of Population of Each State to Total Population of the United States. This is fundamental in any market survey. There must be people if there are to be sales.

2. Ratio of Native White Population Equivalent of State to Total Native White Population Equivalent of United States. It was assumed that native whites had a normal purchasing power of 100; that they were more likely buyers than negroes and immigrants. The native white count is given in the 1920 census. The next step was to determine the equivalent purchasing power of all inhabitants other than native white. The colored population was figured as being worth forty per cent of the native white; Northern European immigrants as worth eighty per cent; Southern Europeans as forty per cent. Thus to the native white population of 81,108,161 was added the equivalent of another nine millions.

## Ten Prime Sales Factors

3. Ratio of Urban Population in Each State to Total Population. The census figures gave the population in towns over 2,500. But this was not a complete picture because in some states electricity has been carried into farming sections; in others it hasn't. Study of the McGraw-Hill Central Station Directory gave information on the relative extent in which power plants were operating in the smaller towns in the various states. With this it was possible to apply an adjustment factor to each state which gave "total population living under equivalent urban conditions."

4. The Ratio of Number of Families in Each State to Country's Total. Taken directly from the census abstract. It was assumed that smaller families will be somewhat more likely to purchase freely of electrical goods than will families of a larger number.



5. Ratio of Number of Unencumbered Homes to Total of Such in the United States. Also taken from the census abstract—and based on the assumption that it gave some relative indication of thrift and of a desire to acquire household goods.

6. Ratio of Number of Passenger Automobiles in Each State to Country's Total. A good index of buying power and standard of living.

7. Ratio of Income Returns of Each State to Income for the United States. The income tax returns do not show the total income of all the people of the country, but are the most trustworthy data available, and at any rate show where the greatest average purchasing power lies.

8. Ratio of Residential Electric Light Consumers in Each State to Total for United States. Taken from figures gathered as of December 31, 1923, by the United States Geological Survey.

9. Ratio of Installed Kilowatt Capacity in Each State to Total for Entire Country. Taken from census data, and made possible an adjustment factor which allowed for the

greater proportion of electric generating for industrial purposes in some states than in others.

10. Ratio of Kilowatt Hours Generated in Each State to United States Total.

These ten factors were translated in the following manner: for each of the ten factors a percentage was developed for each state; the ten percentages were then added together and divided by ten, giving a figure which the Department of Commerce thinks is a reasonable expectation of the percentage of total business which each state should produce. The accompanying table shows, in percentage form, the total population of the state and groups of states, alongside the average of all ten factors.

Now the guess-work of any well-informed man might tell him that the Pacific Coast is a better market for electrical appliances than the South, but the government figures, as near accurate as anything we have, go a long step beyond that and show that one Californian is worth two men from Minnesota to an electrical manufacturer, and four

from Georgia. There might be some question of the value of such figures if an individual manufacturer had to make an extended investigation in the field to get the facts, if he had to have an elaborate and costly department to compile what was gathered—but in this case millions of taxpayers helped to carry the expense load. Seventy-five cents invested in the Statistical Abstract will bring back fabulous dividends to the man who is not positive that he is setting quotas accurately.

One of the big problems in quota setting is to convince each salesman that his quota has been accurately determined. A salesman who thinks his quota has been set by guess work is often far from satisfied that he has been given a square deal. If it can be shown that each quota is the result of a careful analysis of government figures, salesmen are more likely to believe in their quotas, and go to work making them, instead of complaining.

Many an ambitious quota scheme has hit the rocks because the little detail of convincing the salesmen was overlooked.

## State Figures for Electrical Merchandising Lines Made Up by the United States Department of Commerce

	Total Population Percent	Average of All Factors Percent		Total Population Percent	Average of All Factors Percent
NEW ENGLAND.....	7.0009	7.6693	SOUTH ATLANTIC .....	13.2345	9.7085
Maine .....	.7265	.7630	Delaware .....	.2110	.2002
New Hampshire .....	.4191	.4513	Maryland .....	1.3713	1.3139
Vermont .....	.3334	.3642	District of Columbia.....	.4139	.5536
Massachusetts .....	3.6442	4.0514	Virginia .....	2.1844	1.4953
Connecticut .....	1.3060	1.3587	West Virginia .....	1.3846	1.3500
Rhode Island .....	.5717	.6810	North Carolina .....	2.4209	1.4830
MIDDLE ATLANTIC .....	21.0586	22.5556	South Carolina .....	1.5928	1.0896
New York .....	9.8242	10.9889	Georgia .....	2.7394	1.4732
New Jersey .....	2.9854	2.9961	Florida .....	.9162	.7947
Pennsylvania .....	8.2490	8.5706	EAST SOUTH CENTRAL.....	8.4129	5.4797
EAST NORTH CENTRAL.....	20.3157	23.8007	Kentucky .....	2.2861	1.5895
Ohio .....	5.4483	6.2906	Tennessee .....	2.2116	1.5710
Indiana .....	2.7721	3.0775	Alabama .....	2.2213	1.3494
Illinois .....	6.1349	7.3187	Mississippi .....	1.6939	.9698
Michigan .....	3.4705	4.4269	WEST SOUTH CENTRAL.....	9.6889	6.4624
Wisconsin .....	2.4899	2.6870	Arkansas .....	1.6575	.9075
WEST NORTH CENTRAL.....	11.8667	11.7527	Louisiana .....	1.7014	.9940
Minnesota .....	2.2582	2.2783	Oklahoma .....	1.9187	1.4191
Iowa .....	2.2742	2.5685	Texas .....	4.4113	3.1418
Missouri .....	3.2202	3.0056	MOUNTAIN .....	3.1557	3.5258
North Dakota .....	.6119	.4335	Montana .....	.5192	.7607
South Dakota .....	.6022	.4914	Idaho .....	.4085	.5213
Nebraska .....	1.2263	1.2031	Wyoming .....	.1839	.1999
Kansas .....	1.6737	1.7723	Colorado .....	.8888	.9199
PACIFIC .....	5.2661	9.0450	Utah .....	.3409	.4665
Washington .....	1.2833	1.8549	Nevada .....	.0669	.0663
Oregon .....	.7411	.8896	New Mexico .....	.4732	.2175
California .....	3.2417	6.3005	Arizona .....	.4251	.2737



## *"The Man Who Receives It Will Read It"*

THIS is what the advertising manager of The Progressive Farmer and Farm Woman wrote to us after having put into circulation several hundred copies of the Dixie Data Book shown above:

"We have put enough of these books into circulation now to know that the cover is a 100 per cent guarantee that the man who receives it will read everything inside of it."

What is it worth to you to know that the people you wish to reach will read what you send them? Busy executives, buyers of large space, let other work wait while they read the Dixie Data Book.

A Molloy Made Cover will do as much for your catalog or sales book, or your tabulation of important facts relating to your business. While Molloy Made Covers, with their sturdy durability, their rich coloring, and their "feel" like heavy leather, will impress you as being expensive, you will be astonished at their moderate cost.

Send us the details as to number and size of pages in your next book, and a sample of your last one, and let us submit a design for a Molloy Made Cover that will insure its careful perusal by the prospective buyers to whom you send it.

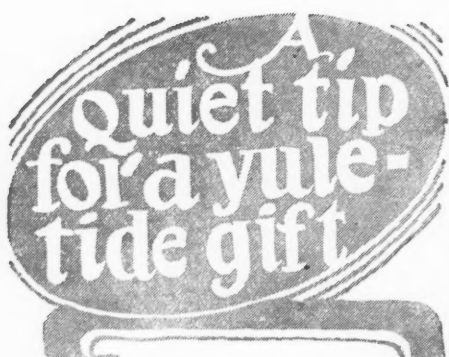
Molloy Made Covers are made only by

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS  
2857 North Western Avenue

Prospect-Fourth Building, Cleveland  
126 East 84th Place, Los Angeles

300 Madison Avenue, New York  
Carlton Publicity, Ltd., London, England

MOLLOY MADE  
Commercial Covers  for Every Purpose



ANY ONE who uses the telephone will be delighted with a Whisper-it telephone Mouthpiece as a Yuletide gift. It brings such luxurious comfort and ease in telephoning, in addition to making every conversation *absolutely private*.

The Whisper-it is sanitary. It's easy to keep its highly polished glass glistening and sterile. And the Whisper-it is so easily applied—just screws on in place of the mouthpiece already on the telephone.

Only a dollar each. Money back if not satisfied. Give Christmas presents guaranteed to please.

Live Agents Wanted



Are you considering  
**THE CHURCH FIELD**  
for your 1925 advertising?

The church must have Building Material,  
Furnishings and Outfittings  
for  
Auditoriums, Parish Halls, Parsonages  
Gymnasiums, Schools, Garages

The Minister Buys from His Trade Journal

The **EXPOSITOR**  
Founded in 1899

Let us send you a sample copy, our rate  
and our help, the Monthly Building Bulletin  
sent free to our advertisers

The F. M. BARTON CO.

701-710 Caxton Bldg.  
CLEVELAND, OHIO

NEW YORK  
17 West 42 St.

CHICAGO  
37 S. Wabash Ave.

F. M. BARTON CO., 701 Caxton Bldg., Cleveland, Ohio: I want my products before the church buyer. Let me have a sample EXPOSITOR, Rate Card and Bulletin for Advertisers.  
Name .....  
Add. ....



## The Sales Manager's Book Shelf

TEXTBOOK OF SALESMANSHIP, by Frederic A. Russell, Professor of Business Organization and Operation, University of Illinois (McGraw-Hill Book Co., \$3.00). This book is written very frankly for class room use, or for supplementary reading by students. However, it will make a valuable addition to the library of any sales department where the sales manager desires to provide his salesmen with material for study. Where young men are being drafted into sales work this book will be helpful in giving them the correct idea of what salesmanship really is.

Mr. Russell has been careful throughout his book to stress the changed conditions in buying and selling and to point out the necessity for a closer relation between buyer and seller and for a greater understanding of the buyer's problems on the part of the salesman. In the chapter on Buying Motives (a subject which many writers have written reams of theory about) he says: "In any study of salesmanship the words which properly bulk largest are 'buyer,' 'buy,' 'buying.' There has been, in some discussions of the subject, far too much emphasis placed on 'the salesman,' 'sell,' and 'selling.' Attention of the student has been focused on his own actions until he is apt to overlook the most important factor in the sale—the mind of the buyer.

"Strictly speaking the salesman does not sell anything; he helps put the prospect in a frame of mind which makes him wish to buy—"

This common-sense attitude pervades the entire book; unlike some books on salesmanship, it is not filled with descriptions of various and sundry tricks which the salesman can perform on certain occasions. It is evident that Mr. Russell has no pet theories to expound; that he is thoroughly out of sympathy with the type of sales-instruction which tends to consider salesmanship as a form of legerdemain. On "Gaining the Prospect's Confidence," he says: "Some writers discuss the winning of the prospect's confidence as one distinct step in the sales process. It is so difficult to determine just where this step should be, or is, taken that it seems preferable to consider gaining the buyer's confidence as a factor which must permeate the entire sale, rather than one which is inserted at a given place."

The author has made a liberal use of current business papers for quotations; other books on salesmanship have been liberally quoted, so that many practical experiences and anecdotes are interspersed with his own ideas and experiences.

Without being flippant in the slightest degree, this book has none of the heavy dullness so often found in text books on salesmanship. It is human.

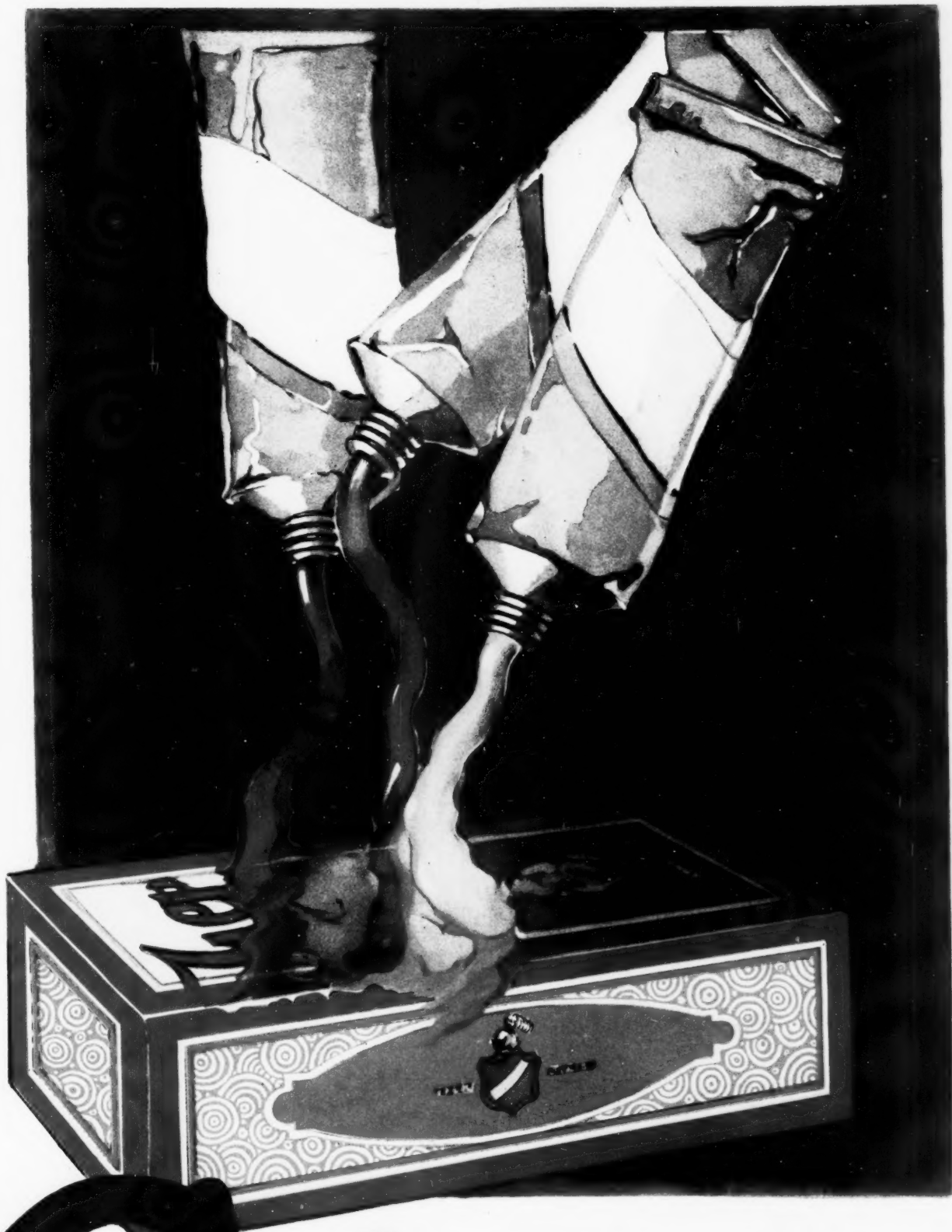
ADVERTISING RESPONSE, by H. M. Donovan (J. B. Lippincott Company, Philadelphia, \$2.00). Twenty thousand senior pupils in the Philadelphia high schools were given a list of commodity names, and were asked to write down against each the brand name or manufacturer's name that first suggested itself to them. On this extremely slender foundation the author's conclusions are based; a simple memory test is dignified with the sub-title "A Research Into Influences that Increase Sales"; and the publisher's announcement on the jacket declares that here is something "entirely new to advertising literature—never before have the basic principles of advertising response been set forth simply and clearly."

As a demonstration of the enormous prestige of local institutions in the minds of youngsters who have grown up in the community, the test is perhaps of some slight importance. Whitman's Candy, Eisenlohr Cigars, Cunningham Pianos, Franklin Sugar, Breyer's Ice Cream, Kirschbaum Clothes, all Philadelphia products, were named in the majority of cases. Franklin Sugar, for example, receiving 84.7 per cent of all the "votes" cast for sugar. This feature of the enterprise appears to have been entirely overlooked by the author, however, and the factor of local prestige is entirely ignored in drawing conclusions from the returns.

Much attention is given to variations between the "male" and "female" replies, but the broad conclusions drawn from this seem hardly warranted on such limited evidence. Obviously, the book has been subjected to a vigorous dose of padding, for the substance of the matter could have been adequately presented in an eight-page pamphlet with room to spare. Candidly, we consider this a choice example of the proverbial two grains of wheat hid in two bushels of chaff. You may search all day ere you find them, and when you have they are not worth the search.

ELEVENTH NATIONAL FOREIGN TRADE CONVENTION (National Foreign Trade Council, New York City, \$2.50). A complete report of the official proceedings of the Eleventh National Foreign Trade Convention held at Boston, June 4-6. Among the speeches reprinted in full are: "Wider Markets for American Products," by James A. Farrell, president, United States Steel Corporation; "Foreign Loans a Trade Builder," by Franklin Remington, chairman of board, Foundation Company; "The Profit Side of Export," by Walter F. Wyman, sales and export manager, Carter's Ink Company; and "Transportation in Foreign Trade," by T. C. Powell, vice-president, Erie Railroad Company.





# Color'

It's not "how  
many colors" but  
"how they are used"  
that counts

THE UNITED STATES PRINTING & LITHOGRAPH CO.  
CINCINNATI      BROOKLYN      BALTIMORE

ANY printer with presses equipped to run the three primary colors can produce color work. But *fine* color printing—the use of the minimum number of shades to produce the most artistic and effective result—is a different problem. Such expert color printing calls for the experience of years, plus the facilities of the most modern presses and lithograph equipment.

In our great color plants at Cincinnati, Baltimore and Brooklyn, we specialize in the finer types of color printing. Nothing in color is too difficult, nothing too simple for us to do exceptionally well—and economically. Firms whom we serve find it to their advantage to place all of their printing with us—small jobs as well as large.

Consult us if you are in need of folding boxes or labels, counter-cards or hangers, cut-outs, folders, booklets or catalogs. Should you have a trade-mark problem, our Trade Mark Bureau—the only one of its kind—is at your service. It will help you determine the possibilities of any mark or name, or devise one for you. Whatever your printing needs, consult us.

THE UNITED STATES PRINTING AND LITHOGRAPH COMPANY  
*Color Printing Headquarters*

CINCINNATI  
51 Beech St.

BROOKLYN  
92 North 3rd St.

BALTIMORE  
448 Cross St.



The settings were simple but realistic because of the atmosphere of the signs on the walls

## A Sales Playlet Supplants Many Hours of Speech Making

Ninety Percent of Buyer's Objections Answered in Fifty Minutes of Action at Todd Protectograph Sales Convention

*By Charles S. Frederick*

IT bore every earmark of a typical sales convention. The program contained the customary quota of addresses of welcome, reviews of the business of the past, and all the other preliminaries, followed by addresses on sales technique. More than two hundred salesmen, each exhibiting his own peculiar temperament in his posture and attitude of attention or inattention, faced the platform like so many college students. The Todd Protectograph Company was getting across to its salesmen the accumulated sales knowledge of twenty-five years.

As an interested bystander rather than a salesman, I had settled myself to see it through, when a number on the program for which I had not been prepared attracted my attention.

"EGGS-ACT-LY—a play in three acts, describing the struggles of a salesman who scrambles to get business," I read.

Further study of the program revealed that the dramatis personae

were all members of the Todd organization, and that the three acts were distributed over three sessions of the convention.

It was evidence of the care with which the masterpiece of the convention had been planned that the play did not begin on the first day of the three day session. It was intended that the salesmen should speculate upon it. And speculate they did!

"Fred Bloom may be a whiz as a salesman, but he'd cut some figger as an actor," commented one salesman whose wide-brimmed hat told of his western habitat.

And there were other comments, some humorous, some caustic, but all indicating a keen interest in what was coming tomorrow.

When the curtain went up, on the morning of the second day's session, there was revealed a setting with which every man present was familiar. Not a day but brought to all of these sales fellows this picture—the head of the business, sometimes

businesslike, sometimes cheerful, sometimes of the hard-boiled variety; on the program he was appropriately designated as "Mr. Hard Boiled Egg, proprietor of H. B. Egg & Co." "Soft Boiled Egg," Mr. H. B. Egg's nephew and lieutenant, sat at another desk, and a bobbed-haired stenographer whom Mr. Egg, Sr., designated as "hand-painted" did some surprising things with her wad of gum and typewriter.

Because the scene was so real, so carefully staged, the interest of the audience was assured before the first line was spoken. All of the salesmen had seen countless demonstrations of sales technique, but this was different. Here was something they knew about, something genuine.


And then the salesman came in.

He appeared on the program as Fred Bloom, which happened to be his real name. And among other claims to attention, he was instantly identified as manager of one of the



*S. Q. Grady*  
*Merchandising*  
*Counsellor*

*Announces*  
*the*  
*opening of Offices*  
*in the*  
*Aeolian*  
*Building*

*31 West*  
*Forty-second Street*  
*New York*  




The stenographer supplies the comedy relief for the Todd playlet

Todd Protectograph Company's successful district sales offices.

Before the eyes of his fellow salesmen, Fred opened up his guns on H. B. Egg. It was a tribute to the ingenuity of both the writers of the little drama and the actors that the play was skeletonized, most of the sales arguments and objections being developed on the spot between the two principal characters. It was in every respect a sale under actual sales conditions, and the two Eggs, the salesman, the stenographer and the wad of gum rose grandly to the occasion.

For every argument advanced by Fred, Mr. Egg had an objection. And one by one Fred parried them, beat them down or rode roughshod over them as the occasion demanded.

With Fred at the very pinnacle of his convincing presentation, the noon whistle blew. Mr. Egg was hungry. His interest waned and died. He grabbed his hat. The curtain descended.

When the next session of the convention opened, Fred was again entering the office of Egg & Co. The battle was on, and it raged through half an hour of objections and answers. Again the action was interrupted, this time by the arrival of a favorite customer of the house, and again the curtain descended. Finally, with the third act, every

last objection of Mr. Egg and his nephew was demolished, the stenographer's gum had lost its elasticity, and Fred had the signature of the head of the firm on the dotted line. A chorus of relieved sighs went up from the audience. They had witnessed the closing of a most difficult sale. The lesson had gone home because the actors were not actors but salesmen. They had forgotten the clinical aspects of the demonstration in their real interest in the game. And the writers of the little drama had condensed into the three acts at least ninety per cent of the obstacles that salesmen encounter in their daily task of putting Todd products on the market.

It is not a new idea. Sales demonstrations are as old as salesmanship. It can be safely said, however, that the vivid realism of it, the careful planning and staging, and the actual results obtained have probably not been approached by many similar object lessons.

Officials of the Todd Company are unanimously of the opinion that the little three-act play, requiring not more than fifty minutes of action, was more potent in driving home the sales experience accumulated by the company than many hours of speechmaking and chalk talks and inspirational addresses.

"It surely got results," was the terse comment of Harry May, sales manager of the company.

# It Produces Saleable Inquiries for Any Product

Thomas' Register is the Buying Guide *par excellence*, universal in its scope, complete and efficient to a degree possible only with "Paid Circulation." Preferred and used by those who demand the most efficient equipment. Important buyers (all lines, everywhere), select from information in the Register the names of those who can supply their exact requirements. Superintendents, foremen and all others having to do with buying or specifying likewise consult the Register for the same purpose. It is also often used to locate a manufacturer whose trade paper or direct advertising has previously attracted attention, but whose name is not recalled.

It will bring descriptive or "informative" matter of any product to the attention of important buyers at the moment when they are about to purchase and in many instances it is the only publication of any kind which has their attention at this propitious time. It also substantially reinforces trade paper, circular, etc., advertising—it acts as an effective reminder. Costs for only one insertion a year.

## **EVIDENCE** 6805 advertisements by 2236 advertisers in the current (15th Annual) Edition

No other trade publication, weekly, monthly or any other kind, has as many advertisers—very few have half as many.

No other in its class — (Buyers' Guides, Catalogues, etc.) has half as many.

Beginning with the largest bank in the U. S. on its front cover and ending with Hyatt Roller Bearing on the outside back, the 4400 pages of the Register show the advertising of Nationally prominent concerns, unparalleled in number, and significant of the extraordinary value of this medium.

**More than 500 users in the "over \$10,000,000" class**  
**More than 3,000 "over \$1,000,000"      More than 8,000 "over \$100,000"**

One copy is often used for two or more years



NOT FREE DISTRIBUTION; they want it, order it, pay for it, use it. Thomas' Register is the only work of its kind classed as "paid" circulation, and the only one a member of the A. B. C.

Including copies in use in Libraries, Banks, Boards of Trade, American consuls abroad, etc. (where each copy is used by many). Thomas' Register is probably used by more than 50,000 buyers to find sources of supply. They are everywhere, and use it in buying everything.

**THE BUYERS MASTER KEY  
TO ALL AMERICAN SOURCES OF SUPPLY**

**The Complete Purchasing Guide  
All Lines—All Names—Everywhere  
4,300 Pages—9x12—\$15.00**

**THOMAS PUBLISHING CO., 461 Eighth Ave., NEW YORK CITY**

CHICAGO—20 W. Jackson Blvd.    SAN FRANCISCO—465 California St.    BOSTON—Allston Square    TORONTO—91 Constance St.

# NOW

*you can  
picture your  
business story  
where the  
business is  
with*

# The new

## What the Automatic Delineascope is and What it Will Do

- 1 A small, compact film slide projecting machine, scarcely larger than a portable typewriter.
- 2 Projects clean, sharp pictures from film. Replaces forever heavy, fragile glass slides.
- 3 Entirely automatic at any speed—can be started and stopped at will—requires no attention. Can be set up anywhere—inside or outside display cabinet.
- 4 Reproduces illustrations, drawings, maps, charts, photos, displays in any number of colors.
- 5 Displays twenty to three hundred pictures in sequence continuously and automatically.
- 6 Three hundred views and titles can be projected to any size at less cost than a dozen window display cards. A carload of display material can be carried in a vest pocket.
- 7 Completes your advertising campaign by demonstrating and picturing your business story where the business is.



*As a window display it reaches out and gets the attention of passing crowds—day and night.*



*As a Sales Manager's assistant it accurately pictures and explains new products and new services to one or a hundred men.*



# SPENCER

## Automatic Delineascope

**An Entirely New Method of Describing  
Merchandise or Business Service in the  
Universal Language of Pictures**

HERE is a simple, economical display equipment that thousands of sales and advertising managers have waited a half-century for.

It replaces single display cards with a panorama of twenty to three hundred illuminated pictures, wordings or both that will tell the story of dozens of pieces of merchandise or the fine detailed explanation of any one merchandising feature or service.

It can be carried with the ease of a portable typewriter into the sales conference or office of a busy purchasing agent and give quickly, thoroughly and interestingly the reasons for a new equipment or service.

It will catch and hold the attention of passing crowds at public expositions, fairs and show places. A carload of display material can be carried in a vest pocket.

It will stand in the foyer or lobby of the bank or public building and tell a continuous story of

the institution's service in an alluring pageant of twenty or a hundred pictures, as may be desired. It is the most efficient, economical and hardest working salesman you can hire. An assistant floor salesman by day—a window demonstrator at night—it gets the attention of the people—and pictures your business message, just as you want it pictured, continually and without interruption.

**It tells your business story where the business is!**



The story of the Corona Typewriter is being projected to thousands of prospects every day by the Spencer Automatic Delineascope.

Eventually you will investigate this machine. Clip the coupon and let us tell you about it NOW.

SPENCER LENS CO.  
BUFFALO, N. Y.

Gentlemen: We would be glad to have prices and suggestions for the use of the AUTOMATIC DELINEASCOPE in our business.

Company or Institution.....

City..... Street.....

Send correspondence to our Mr.....

## SPENCER LENS COMPANY

*Makers of America's Finest Optical Goods for Seventy-five Years*

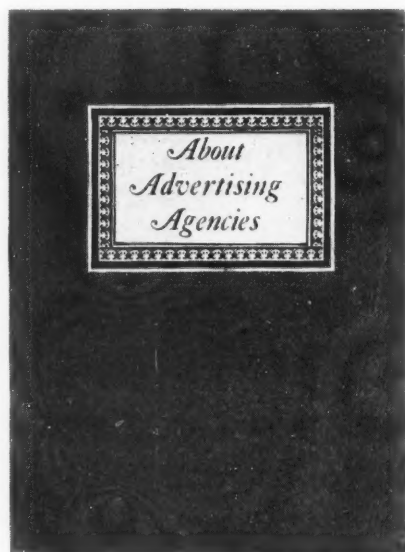
**BUFFALO, N. Y.**



As a silent salesman it stands in the foyer or lobby of a bank or hotel and throws the spot light on the institution's service.



As a crowd magnet at exhibitions and fairs it attracts and holds the interest of visitors. It sells while it interests. It pictures your business story where the business is.



## *About Advertising Agencies*

**B**USINESS men who are interested in increasing their sales through effective advertising effort, but who have never advertised extensively, frequently ask us: "Well, just what does an advertising agency do? Just how do you help us build up our business?"

Organizations not entirely familiar with agency service will find these questions answered briefly but completely in our booklet, "About Advertising Agencies". This booklet traces the development of the modern agency, describes the agency's exact method of operation, and shows precisely how the agency co-operates with its clients to make their sales grow. We shall be pleased to send a copy on request.

**LYDDON & HANFORD CO.**  
*Advertising*

ESTABLISHED 1905

110 EAST 42ND STREET, NEW YORK

11 JAMES STREET, ROCHESTER, N.Y.

# Mailing Piece Sold Seven Thousand Orders to Retail Druggists

Larvex Corporation Gets Better Than Twenty-five Percent Returns From a Single Mailing

By Norman Lewis

**T**HE Larvex Corporation, of New York, manufacturers of a moth-proofing liquid, recently proved to their entire satisfaction that size, color and punch count for a large measure in making direct-mail advertising to retailers successful.

The Larvex people first attempted to get their message across by means of a small broadside printed in one color. But it had very little effect upon the dealer, and the results were disappointing.

Then a real, honest-to-goodness mailing piece was prepared. It measured 32 by 21 inches when opened up, was folded to a 10½ by 8 inch size, and mailed out under a one-cent permit. The printing was a strong, bold effect in three colors—red, india tint and black—done by the offset process.

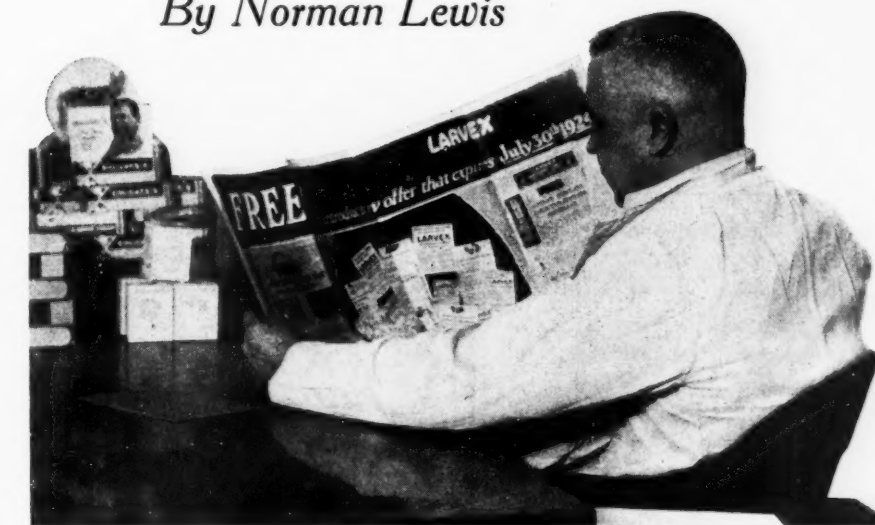
On the outside was the caption: "A New Profit Maker!" On the next fold appeared simply this: "Every woman dreads them!"—then a photograph of some moths—then the line, "— which means more profit for YOU!"

## Copy That Demands Attention

The next fold was headed, in a big, colorful, hand-lettered effect: "At last! What everyone has been waiting for! Science has given positive protection against MOTH DAMAGE that is absolutely ODORLESS! No more 'smelly' liquids! No more messy, unsanitary Moth Balls! No more troublesome 'packing away'! Of course every one of your customers will want a bottle of LARVEX."

A life-size picture of a Larvex bottle was shown, also the carton, and then ran this convincing descriptive copy:

The scourge of the destructive moth is over! The day of such ineffectual methods as ill-smelling moth balls, dangerously inflammable naphthalene liquids and other so



Perhaps it was the word "free"—perhaps it was the size of the piece—or possibly the ease of ordering, but one out of every four druggists bought

called but doubtful moth preventatives is past! Science has now given us a better and easier way to successfully conquer the moth pest.

Hundreds of severe and exhaustive laboratory tests have proven conclusively that LARVEX is a positive prevention against MOTH DAMAGE. So easy to use—simply spray it direct from the handy bottle, by means of the powerful atomizer which fits right on top. So efficient to work with—LARVEX will not stain the most delicate fabric. So safe and dependable—LARVEX is absolutely non-inflammable. And best of all—so pleasant to handle—LARVEX has not even the slightest odor to smell up a home.

Every one who sees LARVEX wants it instantly! Display LARVEX in your window, on your counter and watch it sell. We supply you with strikingly attractive display material free of charge. And remember—we have authorized your jobber to give you a plain pint of LARVEX free with every dozen you order between now and July 30. Send in your order now!

The big inside spread of the broadside is reproduced herewith. Note the effective combination of strong display effect and plenty of detailed description and argument. The whole story is there: facts about moth damage, letters of endorsement from well-known merchants and others, details of the advertising campaign and window display material, and lastly, a return order card tipped in with a little sticker.

The address side of the return card read: "For (Your Jobber's

Name)." In other words, the retailer, after writing in his order, was to address and mail the card to his jobber, who would fill the order.

Now for results. The broadside went to 24,000 retail druggists in territories embracing Texas to the Atlantic Coast and northwest to the Canadian border. "As near as we can ascertain," says Mr. S. E. Umensetter, sales manager of the Larvex Corporation, "there were between six and seven thousand orders resulting therefrom, and the extra volume of business coming in from the wholesale drug trade over the period which the broadside deal was involved, amounted to approximately \$42,000.

"This to us was indeed gratifying, in view of the fact that unfortunately we have been classed as an insecticide, which Larvex is not. Larvex is a mothproofing liquid and therefore a preventative—not a cure. We find in checking up on our sales analysis made over the territories, that we are overcoming this idea that Larvex is an insecticide in a very rapid manner.

"Most of the jobbers whom the writer visited on his recent trip thought very highly of the broadside and commented upon the business brought in by it. We expect to do a great amount of this type of advertising next year."



## Your Advertising! Dollar Back! —plus profits

BY using an advertising agency that not only prepares your advertising but the follow-up matter as well—your broadsides, catalogues, dealer helps, sales letters and other mail matter—you can convert your inquiries into orders and your good-will into cash.

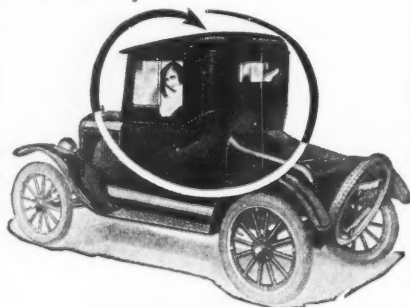
Unity of command brings success. Shall we tell you how this agency can 'follow-through' on your entire campaign?

**FREE**—Mention November SALES MANAGEMENT on your business stationery and we shall be glad to send you, without cost, several articles on mail order advertising by Ralph K. Wadsworth—a recognized authority on mail order selling.

**Grant & Wadsworth, Inc.**  
Advertising—Creative Marketing  
342 Madison Ave. New York City

## Sales Managers Read This—

Sales managers do cut sales costs and maintain higher efficiency.



### KOUPET CALIFORNIA FORD TOPS

Are a real investment. They save thousands of dollars and give your salesmen year around service and comfort. Our Equipment is Warm in Winter and Cool in Summer; protects your men from Snow, Dust and Rain, and insures their Health, Appearance and Good Nature.

Big Saving in Operating Expenses.

QUALITY HIGH—PRICE LOW

Write factory today. Dept. O.

**Koupet Auto Top Co.**  
Belleville Illinois

## Direct Mail Men Meet in Pittsburgh

THE Idea Mart," the annual convention and exposition of the Direct Mail Advertising Association, with which are affiliated the Association of House Organ Editors and the Better Letters Association, is going into session at Pittsburgh, October 29-31, just as "Sales Management" is coming off the press.

Three thousand delegates from every line of business in which direct mail plays either a major or a minor part, are expected to attend the three-day sessions.

Speakers of national prominence who will address the general sessions, and their topics for discussion follow:

W. L. GOODWIN, general manager, Society for Electrical Development, New York City—"The Development of Goodwill in Trade Relations."

ARTHUR FREEMAN, president, Einson-Free-man Co., New York City—"Essentials and Non-Essentials of Direct Advertising."

BOB MOONEY, Mooney Brothers, Temple, Okla.—"How We Think Would be the Best Way to Sell Merchandise Direct by Mail."

A. L. CARMICAL, promotion manager, Chicago American, Chicago, Ill.—"How a Metropolitan Newspaper Uses Direct by Mail to Build Advertising and Circulation."

A. W. THOMPSON, president, Philadelphia Company, Pittsburgh, Pa.—Subject to be announced.

E. D. GIBBS, advertising manager, National Cash Register Co., Dayton, Ohio—"Getting the Most Out of Direct Mail."

ARTHUR S. ALLEN, sales manager, Philip Ruxton, New York City—"The Value of Color in Advertising."

WILLIAM E. HOLLER, vice-president and general manager, Flint Motor Company, Flint, Mich.—"Selling Yourself—The Most Direct Type of Advertising."

R. W. FREEMAN, advertising manager, Frank E. Davis Fish Co., Gloucester, Mass.—"The Building of a Million Dollar Mail Order Business."

WILLIAM BETHKE, secretary, LaSalle Extension University, Chicago—"Developing Common Sense in Writing Letters."

FRANK L. PIERCE, secretary, Direct Mail Advertising Association, Detroit, Mich.—"Mailing Lists—Their Preparation and Care."

J. V. LONG, advertising manager, Philadelphia Co., Pittsburgh, Pa.—"Rounding Out Public Utility Advertising with Direct Mail Matter."

W. S. ASHBY, advertising manager, Western Clock Co., La Salle, Ill.—"This 'You' Stuff."

WM. A. BIDDLE, advertising manager, American Laundry Machinery Company,

Cincinnati, Ohio—"The Part Direct Mail Plays in Selling Laundry Machinery."

DR. JOHN A. STEVENSON, Equitable Life Assurance Co., New York City—"Constructive Salesmanship in Direct Advertising."

NORMAN MICK, Burroughs Adding Machine Co., Detroit, Mich.—Subject to be announced.

MALCOLM MUIR, vice-president, McGraw-Hill Co., New York City—"What an Industrial Publishing House Knows About Direct by Mail."

FRANK E. WATTS, director of distribution and publicity, Apex Electrical Company, Cleveland, Ohio—"Making Advertising Effective at the Point of Sales Contact."

Six departmental sessions will be held on the following topics: House Organ Sales, House Organ Employees, Better Letters, Retail Departmental, Financial Departmental, and Production Departmental. The session on Better Letters has aroused an unusual preliminary interest. The speakers for this meeting include E. P. Corbett, sales letter division, National Cash Register Company, "How the National Cash Register Company Uses Letters in Its Selling Work"; Maxwell Droke, "Collection Letters That Build Business for Tomorrow"; John Howie Wright, editor "Postage," "Sales Letters," and Miss Laura Joy Hawley, "Putting Sense Into Letters."

Nearly one hundred exhibitors will be represented in the Idea Exposition. Direct mail advertising organizations will exhibit samples of effective campaigns planned during the year; recent developments in equipment used in direct mail will be shown, including envelope sealers, machinery for filling in form letters, etc. Printing equipment manufacturers, paper firms, engravers and electrotypers will also present exhibits arranged with special reference to the needs of the advertising man.

The evenings during the convention are to be given over to entertainment. The first evening an advertising play, written especially for the convention, will be produced by professional talent. A banquet will be held the second night at which prizes will be awarded: the "Mail Bag" trophy for the most noteworthy achievement of the year in direct mail advertising; the

American Multigraph Sales Company trophy, for the most distinctive and effective form letter campaign produced during the year; and the plaque, donated by the Paper Makers' Advertising Club to the advertising club of any city more than 100 miles from Pittsburgh which has the largest number of delegates registered.

The third night will be given over entirely to exhibits. An orchestra and glee club recital will be given in the exhibit hall.

Convention meetings will be held in the Syria Mosque, Pittsburgh's finest auditorium. Round table discussions, at which delegates will have an opportunity of bringing up individual problems, are expected to prove a helpful feature of the convention.

Advertising women who attend the convention will be entertained by the Women's Advertising Club of Pittsburgh. Special arrangements have been made for several luncheons, including one to be served at the H. J. Heinz plant.

### Winslow Russell Heads Sales Executives

Winslow Russell, vice president, the Phoenix Mutual Life Insurance Company, was elected 1924 chairman of the American Society of Sales Executives at the annual meeting held in October at White Sulphur Springs, W. Va.

Other officers elected were: E. J. Little, the Wahl Company, secretary; F. H. Dickson, Tide Water Oil Sales Corporation, treasurer; Winslow Russell, E. J. Little, and George H. Charls, United Alloy Steel Corporation, were added to the executive committee.

The next conference will be held early in May, 1925, at the Congress Lake Country Club, near Canton, Ohio.

Announcement was made of the election to the club of William Sample, Ralston Purina Company.

Discussions at the meeting covered descriptions of sales organizations, recent changes in sales policies, how the sales manager organizes his time and energy for efficient results, the measurement of results in sales management, business conditions, recent legislation affecting selling, and the use of advertising space in national mediums.



# 850,000

*Identified Readers*

**ELK families know  
Elk dealers in their  
communities and the  
Elk dealers know  
them — thus your  
national advertising  
exerts all the pulling  
power of a local cam-  
paign, in 1500 towns  
and cities throughout  
the United States.**

*The Elks*  
*Magazine*

# 100,000

*Identified Dealers*

50 East 42nd Street

New York City

# If your salesmen were treated as skilled labor

THE carpenter does not go to work until the stone mason has laid the foundation.

The tiler does not lay his tile until the plumber has put in his pipes.

Yet the salesman is expected to go to work before printing has laid the foundation of the sale he is expected to close.

When you hire a salesman, the thing you invest in is his time.

The time of a good salesman is too valuable to put in on work that can be done at less expense in another way.

It is one thing to make the name and service of your business known to men. It is another thing to get orders from them.

Use printing for the first. A good salesman's time is wasted when he has to spend it describing his firm to a man who never heard of it, or who knows practically nothing about it.

Use printing for this. Printing is so flexible that it can describe any article that has color, shape or weight, and any service that has use or value.

Remember that the harder a thing is to explain, the greater the triumph when you have explained it well.

Let printing do your work of introducing and educating. Let your salesmen reap the orders and see that your customers get good service. That is what *experienced* salesmen like to do, and carefully-thought-out printing is always a more effective introduction than the approach of an *inexperienced* salesman.

A good printer can help you plan your printing campaigns. He knows the uses of booklets, of folders, of broadsides and of house organs. He can help you decide how to employ words or pictures—or both. If you want good printing and leave the choice to a good printer, he will probably recommend one of the Warren Standard Printing Papers.

[ better paper ∞ better printing ]	How to plan printing to get results is told in the Warren "More Business Series." You can get these helpful books without any cost to you, from any paper merchant who sells Warren's Standard Printing Papers.
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S. D. WARREN COMPANY, 101 MILK ST., BOSTON, MASS.

## WARREN'S

### STANDARD PRINTING PAPERS

*Tested for printing, folding, and binding qualities*





# Slide Rule Copy vs. Human Interest In Direct Mail

The Eleventh Article of a Series

*By David H. Colcord*

**I**N a certain general manager's office, not far from Chicago, there was recently enacted an advertising drama that defines "human interest" to practical advantage. A new advertising manager entered the office, laid the copy and layout for the new forthcoming catalog on the G. M.'s desk and asked for an okeh.

The general manager had come up from the production end of the business, and it was only in recent years that the size of the business had warranted a separate division known as the advertising department. For years he himself had labored over price lists, announcements and catalogs, measuring their effectiveness with the "slide rule," and the gauge of a mathematician and engineer.

## **"O. K. With Corrections"**

A good catalog to him meant a catalog 100 per cent free from error, packed with six-point tables for computing the area of something or other.

So adjusting his bifocals, and putting a hair-line point on his pencil, he started where he should, at the "Introduction." He read one paragraph, crossed it out, turned the page, and rewrote it. He read another and did the same. He rewrote for two hours, then called the advertising manager and returned the manuscript, with his "few corrections."

"You've done pretty well for a man who doesn't know anything about this business," he said. "With the corrections I have made, I think it will be all right. Let me see a proof," he added, ready to dismiss the subject.

He didn't dismiss the subject, however. The advertising manager was new, and had made up his mind that he would go to the mat on the subject of copy then and there. So laying the roll of manuscript aside, and drawing up a chair he said,

"Why did you change the first paragraph of my copy?"

"Because some of the words which you use do not accurately describe our product," the general manager replied. "You'll get on to the technical language of this business after awhile, but until that time I believe it will be better for me to check loose statements that will creep into your copy. Some of the things that you say are not scientifically true."

"All right, I'll agree with you for the moment, but I want to ask your advice on a little advertising problem of my own," replied the advertising manager. "Before I came here I bought a home, which I am now forced to put up for sale. I have been debating with myself which of the two head lines to run on the ad. Shall I say 'FOR SALE—A HOUSE' or 'FOR SALE—A HOME'? Which do you think would pull more inquiries?"

"Why, the latter, of course," replied the general manager. "'FOR SALE—A HOME' is much better than 'FOR SALE—A HOUSE.'"

## **Selling the General Manager**

"I agree with you," replied the advertising manager, "but the first is not true; it is not technically correct. My building stands empty; it is only brick, stone and wood. It's a house; it isn't a home. It will not be a home until some family lives in it—until it becomes a place where there are bungalow aprons, children's faces at the window, and the sound of voices—and all that goes to make a house a home."

"If I advertise what it literally is—technically is—I must advertise a house; if I advertise what it has the possibilities of becoming in the hands of a buyer, then I must advertise a home. But I am advertising fundamentally to SELL. Then which copy do you think will be more apt to attract buyers? In other words, is the man I want to

reach with my advertisement interested in 'houses' or 'homes'?"

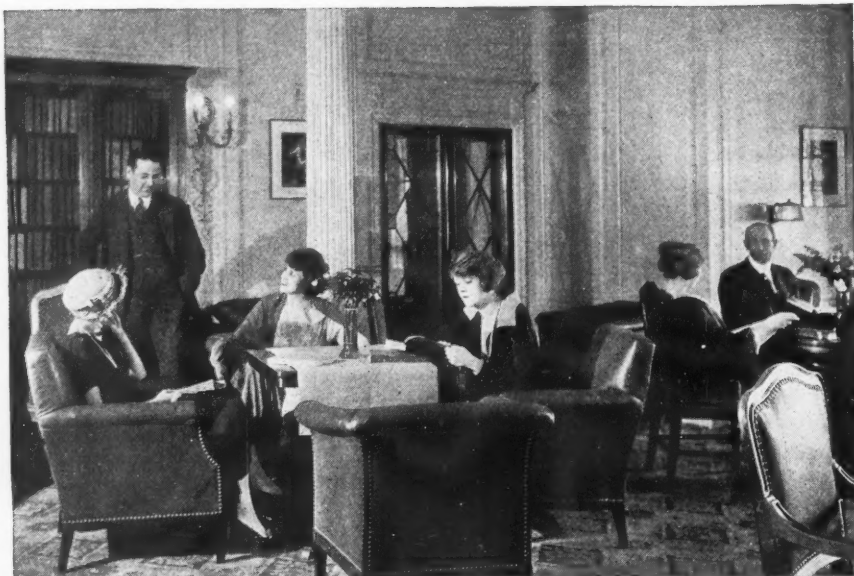
"Let's look at it from another angle," continued the advertising manager. "When I say 'home' I use a word that strikes direct through the intelligence to the imagination and to the heart of the buyer. I use what I call an imaginative tool—and I have found that all words in the language are either words which stimulate the imagination of the reader—or are words that are cold and go to the intellect only. The same is true of pictures. A blue-print carries an idea; but an ivy covered cottage built from the blue print, illuminates the idea; sets it on fire in the imagination."

## **Defining Human Interest**

"The cold facts that there were 189,623 dwelling houses destroyed by fire in the United States last year, means little to you. But when I say that your friend, Tom Brown, lost the savings of a life time in the fire at his house last night, it stirs you. You will not get it off your mind for a week. You may even go over and see Tom tonight and ask him if there is anything you can do to help him."

"Now take the words you have changed in my copy for this catalog. You have changed 'home' to 'house' in every instance. You have stripped the home of its crimson ramblers, and the laughter of little children. You have pulled down the curtains, bolted the door, let the grass grow on the lawn, and you have said that you have only a 'house' for sale. You have translated the language of the imagination to the language of the text book. You have divested my copy of HUMAN INTEREST!"

The advertising manager won. As is often the case, he so completely sold his literal-minded employer, that the employer flopped clear to the other side, and refused to touch a piece of copy from that time on—admitting that there was a "fourth



Such comfort and enjoyment in the luxurious cabin of a trans-Atlantic liner inspires an immediate and urgent desire for ocean travel

dimension" to advertising that he knew nothing about.

I relate the incident only to illustrate what I believe to be the keynote of all successful sales literature. The mailing piece that gets under your hide, grips you, sends your hand into your pocket, makes you want to buy, is the mailing piece that is first and foremost HUMAN in its appeal.

The fact that two and two make four meant nothing since the days you left the arithmetic book behind; but the emotion you experience when you draw two kings to a pair of kings, makes it hard for you to keep from yelling. And you don't read shoe advertisements until you have acquired a couple of bunions.

How can you put more human interest into your sales literature? First, one must get a clear cut idea of just what human interest is.

Three thousand years ago the ancient Egyptians built colossal homes for their dead, mammoth pyramids that "touched the skies." Except for the mummies which they housed, there was nothing human in their conception—they were full of anti-human interest—God-like interest. As pyramids, they have little interest to us. But when we reconstruct the lives of the Egyptians that built them, when we visualize men like ourselves, working, sweating, thirsting, in the blazing sun, the pyramids are illuminated with human interest. The wagon, the tent, the canoe are vastly more important than the cathedral, by the same token.

That about us which keeps us from being gods is that which is human. That in us which distinguishes us from the world about us is that human element. And these two fundamental distinctions lie back of all copy appeals which are based on human interest. For example, there is nothing human in the statement that "the fabric is 95 per cent woolen," but when the copy reads that it is warmer than any coat twice the weight, we recall our prejudice toward carrying a heavy top coat on a warm day. We are humanly lazy.

Last week I talked with a direct mail specialist in Detroit who has prepared some of the most successful campaigns of recent years for

concerns like the United States Rubber Company, Addressograph, General Fireproofing Company, and others of equal note. I asked him this question, "What do you put into the sales literature that you get out that makes it different, makes it pull, and makes it possible for you to get a better price for it than your clients are willing to pay for printed matter as such?"

"I try to illuminate the product with human interest," he replied. "I keep the following point of view in mind: that every man, whether he be prince or pauper, sleeps in a bed, eats with a knife and fork, wears the bow on the left side, and at middle age is not a thing of beauty in his underclothes. He is primarily interested in himself, and three-fourths of his interest is given up to the little things that make us all human. When I write the first lines of a broadside, to catch attention, I don't use the language I hear in the factory and offices where the product is manufactured, but the language of the street. I don't picture an automobile climbing a hill. I picture some celebrity climbing a hill—in an automobile.

"I don't show an automobile tire chain preventing a car from skidding; I show the chain preventing John Jones from skidding—in his automobile. I do not show a luxuriously furnished cabin in a trans-Atlantic liner, but a group of interesting looking people enjoying the luxuriously furnished cabin on a trans-Atlantic liner. When I show



Contrast this with the above; even a setting as beautiful as this doesn't create any particular longing to eat the next meal at one of these tables



*is used by*

# ACME WHITE LEAD AND COLOR WORKS

Much of the direct advertising of the Acme White Lead and Color Works requires a coated paper that will stand hard handling—a coated paper with the strength necessary to protect the high quality so carefully worked into all Acme Sales Literature. The Acme people use Foldwell for their pieces because, to quote them, “on

tests it has stood up splendidly under the unusual handling and use which color cards and paint literature receive.” Here again Foldwell was selected on test. Its value is known; it can be definitely counted upon to perform—and for this reason it has the confidence of well-informed printers and advertisers everywhere.

CHICAGO PAPER COMPANY • Manufacturers  
801 South Wells Street • Chicago  
NATIONALLY DISTRIBUTED

*Facts:* Besides possessing strength, and remarkable folding quality, Foldwell Coated has the exquisite surface necessary for the finest printing.





## FLEX-SITE VISIBLE RECORDS

**B**OOKS, loose-leaf, card files and old style Visible Equipment, have all contributed their best features to make up FLEX-SITE—the new record keeping equipment. Get acquainted with it now.

- |                  |  |
|------------------|--|
| <b>Visible</b>   | Spread your records out on overlapping sheets—every name or number in sight. Then they give you facts in an instant—facts with which you control your business.  |
| <b>Compact</b>   | 10,000 records on a desk top within easy reach of one operator. Posting and reference to FLEX-SITE is in a natural position. It does not tire the operator.  |
| <b>Portable</b>  | Your records are in a book, when in FLEX-SITE. Use them at your desk or wherever you want them. Then put them away at night where they are protected.  |
| <b>Adaptable</b> | Your most important record on FLEX-SITE is at once a tool with which to make money. Facts you have had to dig for are now available in a second.   |
| <b>Low Cost</b>  | The expensive mechanical accessories have been eliminated on FLEX-SITE. Visible Records have been reduced to a binder. Therefore, low initial expense and also up-keep, make real savings in record costs. |

Visible Records Equipment Co.  
226 W. Adams St., Chicago, Ill.

Please send us information about FLEX-SITE.  
(31A)

Kind of Record.....

Name.....

Firm.....

Address.....

### Methods Department

Use our trained men to solve your record problems—free. Write your problem to us in detail or send for a questionnaire on the type of record you consider most important and you will receive a plan worked out to fit your business.

## VISIBLE RECORDS EQUIPMENT CO.

226 W. Adams St., CHICAGO, ILL.

*Representatives in principal cities*

Niagara Falls by picture or printed word to prospective honeymooners, I don't show it as one of nature's sublimities, but as a fine place to spend a honeymoon."

The same principle obtains with every possible form of sales literature, but for some mysterious reason half of the advertising writers today climb up on top of a lecture platform, so to speak, when they take their typewriters in hand.

I have before me an expensive broadside sent to farmers by the manufacturer of a farm lighting outfit. Let's select the opening paragraph and analyze it, putting ourselves in the place of a North Dakota farmer, miles from a town, in a bleak prairie home. We'll assume the son has come home with his wife from the east, and that we must do something to make the home more modern. This piece of literature has fallen into our hands, and we read: "When improved farm implements were first produced they lifted a great burden from the farmer's shoulder."

### Copy That Does Not Ring True

I ask you, is that writer talking to me—a farmer—or delivering an oration from a pyramid? Is there anything of vital human interest to me about that generalization? It doesn't even interest me as a recitation of interesting facts. Let's read on a little further:

"When rural free delivery came, it brought the news and happenings of the world to the farmer's door. When the automobile came, followed by good roads, it brought the farm within a short distance of the city, etc., etc." Remember, you and I are farmers, reading this in our shirt sleeves, during the "spell" after dinner, before we return to the field.

Can you imagine the farmer, after reading a couple of pages of this, calling to the kitchen with, "Ma, come here. I got something I want you to read"?

The finest art work obtainable, four color process printing, de luxe paper, and all that, cannot make up for the impotence of such copy—for the lack of human interest appeal.

I take another pretentiously printed booklet issued by the Canadian Pacific describing their Around the World Cruise for 1925. I turn at random to a page in the center

## *On Substitution—*

**W**HEN a TRUE STORY reader steps up to a newsstand and asks for TRUE STORY Magazine we take it most unkindly if the dealer tries to substitute another magazine.

When a customer walks into a store and asks for a certain advertised brand the advertiser takes it most unkindly if the clerk sells, or tries to sell, the customer something in place of what he asked for.

Because we do not believe in ***substitution***—both for our own sake and for the sake of our advertisers—we are publishing in TRUE STORY Magazine each month a campaign against ***substitution***.

The first announcement will appear in the December issue. In this way TRUE STORY performs a service for its readers and for all advertisers.

**True Story**  
*Magazine*



## Insure your salesmen's samples

**Y**OUR salesmen may take every reasonable precaution against loss or damage to their sample cases.

But there are dangers that defy every customary precaution. Sample cases and their contents may be lost, damaged or stolen while in transit, or even at the hotel.

Insurance is your only protection against the money loss involved. North America Commercial Travelers' Insurance will cover the samples of one salesman or the samples of your entire sales force. The cost is small.

A North America Agent or any Insurance Broker can get you this protection

## Insurance Company of North America PHILADELPHIA

Founded  
1792

"The Oldest American Fire and Marine Insurance Company"



Pin this coupon to your letterhead

Insurance Company of North America  
Third and Walnut Streets  
Philadelphia, Pa., Dept. X11

Name .....

Street .....

City ..... State .....

Wants information on Commercial Travelers' Baggage Insurance

of the book, to see if there is anything that humanly interests me. I quote: "Our magnificent vessel has already sailed the seven seas, and is equipped for every climate. Each country on the route is reached at an equable season of the year. This route embraces twenty-seven ports, each of which is a gateway to a wonder world of its own and serves as an entrepot to the traffic of the world, as a meeting ground for innumerable human races."

The first nine words set the imagination on fire! "Sailed the seven seas," "twenty-seven ports," "gateway to a wonder world," and "a meeting ground for innumerable races," are dangerously stimulating to the man of limited means who likes to travel. Those words make you want it!

### Sketching Word Pictures

But here's the difference between the two pieces of printed matter referred to. The one was written by a writer who doesn't know human interest from a paper clip, and the other by a man who would rather spend a night on a park bench studying human interest and personality, than in a suite at the Astor.

What is this thing they call "Human Interest"? It's that something injected into layout, illustration and copy that gives the magic touch—the power to cut clear through the prospect's judgment and strike at the seat of the imagination.

I ask you, can you expect to find this quality—the ability to illuminate your sales message—in the mind of a printer who is forced to spend half of his time trying to figure ways and means to make a few dollars profit on the job that he took at the "lowest possible" figure?

In buying sales producing literature we usually get pretty much what we pay for.

The foreign office of Mexico City announced recently that the Mexican consul at Hamburg has been authorized to complete arrangements for the visit of 1,000 leading German business men to Mexico, for the purpose of a survey of market conditions in that country. The German delegation expects to make the tour some time early in 1925.



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# The Frog and the Fox<sup>\*</sup>

Brer Aesop was the George Ade of antiquity.

He tells in one of his inimitable fables about a Frog who set up as a doctor.

This Frog had no medical degree. He had never walked the hospitals. But nevertheless he rented a

nice broad lily pad in a convenient bog and hung his shingle on the nearest cat-tail.

**BULL FROG, M.D.**  
SKIN SPECIALIST  
HOURS 12-1

His first patient was a well-known lawyer named Fox.

<sup>\*</sup>Copyrighted B. C. 560 in all European countries including the Scandinavian.

[ OVER ]

After the Fox had waited in the reception room long enough to convince him old Doctor Frog had a large practice, he was shown into the consultation room.

"Say, Doc," he began smoothly, "I want you to give me the once over—for the love of Mike, Doc, what's the matter with your face?"

"Nothing," replied the Frog, "only a slight indisposition."

"All right," replied the Fox, "but I think I'd better call again when you're feeling better. I don't like the looks of those blotches on your skin. If you're such a dab at skin diseases, you ought to begin by freshening up your own complexion a bit. In other words, it's a twelve-to-one shot whether I'd be skinned instead of cured."

Aesop seldom tacked a moral on to the end of his fables. It wasn't necessary.

What he means here is that it is better to take your advertising problem to a house which knows how to advertise itself.

If you like the advertising I am doing [and some of you have said you do] why isn't it likely that I can make advertising for you that will be equally effective?

I don't know all there is to know

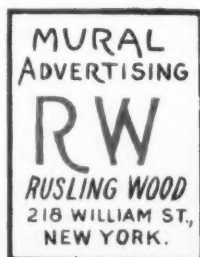


Entire contents of this insert Copyright 1923, by Rusling Wood

about advertising—not by a long shot—but I have made a specialty of advertising of which lithography is the medium.

And I have found a way of advertising myself which brings me business along the lines I want to work.

Rusling Wood



218 William Street  
New York

# The Salesman Who Stays Over For His Mail

Some Simple Plans That Insure Prompt Reports  
and Regular Delivery of Salesmen's Correspondence

*By Will G. Caldwell*

**T**HE sales manager of a Chicago house recently went on a long trip. He left a detailed list of towns he intended to visit, and made up a carefully prepared route list. His mail was supposed to reach him consecutively at each of these towns.

"Supposed to" is the right phrase, for it fell far short actually of reaching him. Clerks guessed wrong; he changed his route and forgot to notify the office; a dozen things happened to prevent his mail from reaching him when it should. When he returned he put in a real system for handling salesmen's mail. On this trip he was forced to cash personal checks, and on one occasion borrow money from a salesman. His check failed to show up—it was too late to go to the bank, and the hotel was one of those institutions that wouldn't cash a check for the Prince of Wales unless the keeper of the royal exchequer was along to guarantee payment.

## Mail Once a Week

In planning his system of handling salesmen's mail he visited another Chicago manufacturer who has worked out a method that insures the prompt and regular delivery of salesmen's mail.

This concern requires its salesmen to send in but one address a week—the town and hotel where the salesman may be reached on Saturday. All mail for that week is sent to this town, and the salesman is sure of getting a big fat envelope every Saturday.

To facilitate the handling of this mail accurately, this company has a big cabinet, equipped with a "box" for each salesman. These boxes are very much like the boxes used in the postoffices over the country, except that they are larger than the average box used by individuals. Mail is dictated and prepared all week, just the same as if it were

to be mailed every day. Instead of actually going to the postoffice it goes to the salesman's box in the mailing department, where it is held until a certain day and hour each week. Mail for Pacific coast salesmen is sent out in time to catch a certain train each week. Mail for the salesmen in the Rocky Mountain region leaves a few hours later, and mail for nearby states leaves Friday afternoon, each batch of mail being dispatched to a certain train, or to the postoffice in ample time to catch a train which leaves in time to insure the arrival by Saturday of the salesmen's mail.

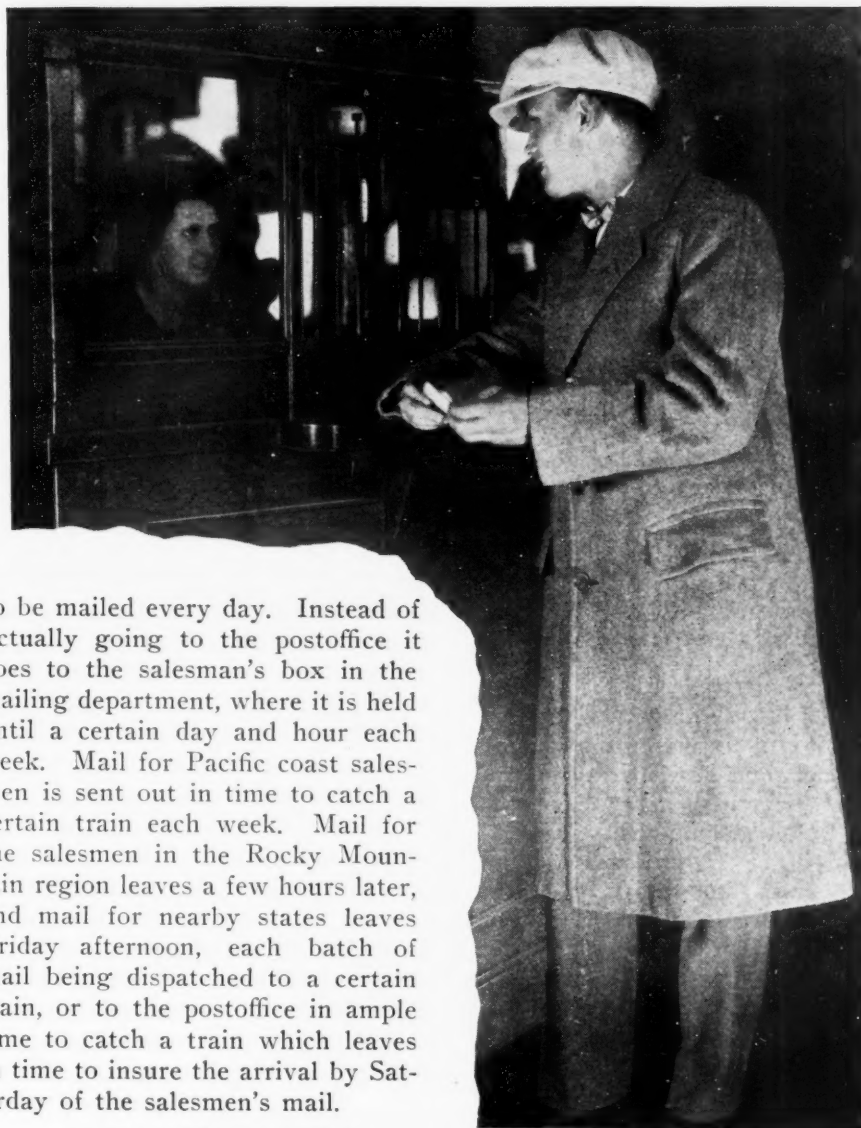
## One Clerk Manages Mail

The salesmen know their checks will not be sent unless their route sheets are mailed promptly, hence there is no trouble from salesmen who forget to send in route sheets.

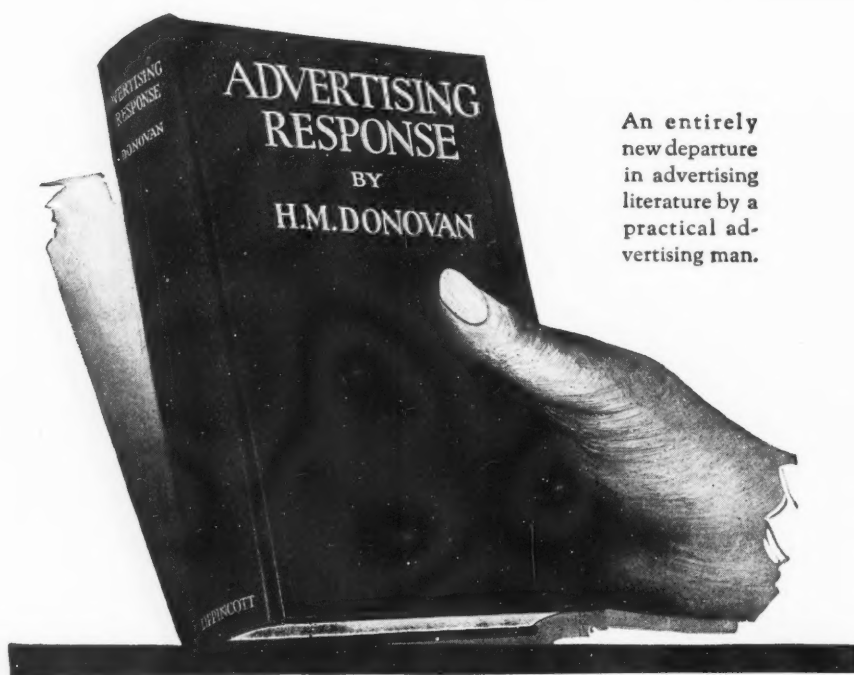
When there are a number of men in the same company who write to the same salesman, it is well to have one central point and one clerk who handles salesmen's mail. Besides the saving in postage, there is a single responsibility for the mails going out promptly and to the right address. This clerk should receive

all route lists, telegrams and letters containing information about routes. If it is necessary for the sales executives to keep the letters containing route information, copies should be sent to the mail clerk.

One advantage of having the mail reach salesmen but once each week is that the men soon adjust themselves to this policy and form habits of answering all letters promptly, because they set aside Saturday afternoons or Sundays for writing letters. When the salesman gets a







An entirely new departure in advertising literature by a practical advertising man.

## A Research into Influences that Increase Sales

by H. M. Donovan

**T**HIS BOOK is the result of an extensive investigation and study of 20,000 replies indicating the response of consumers to advertising.

It is entirely new to advertising literature. By means of 47 graphic charts definite laws on advertising response are explained simply and clearly.

There is included a complete analysis of the proved methods of successful advertisers. Actual figures are given which show exactly how leading brands have attained their position. Basic principles are revealed on which

sales have been successfully built up.

*No other book contains this useful information*

H. M. Donovan, the author, is well qualified to present this subject because of his long experience in selling and advertising, and in solving marketing problems.

He is the head of a well-known advertising agency, and this research was originally begun with the idea of making the results available for use in his own organization.

### Send for a Copy

"ADVERTISING RESPONSE" supplies, in usable form, understandable knowledge vital to the success of every advertising man, sales executive and manufacturer. You can apply these trade-getting and trade-holding facts to your own problems. Sold at all book stores for \$2.00. Or fill out the coupon and send it to us with your remittance, and a copy will go forward to you immediately.

**J. B. LIPPINCOTT COMPANY, Publishers**  
Philadelphia

J. B. LIPPINCOTT COMPANY, (Dept. A) Philadelphia

I have enclosed \$2.00 (Cash) (Money Order) (Check) for which please send me a copy of "ADVERTISING RESPONSE," by H. M. Donovan.

If I am not entirely satisfied, it is understood that I may return the book within 10 days, and that you will refund the money to me.

Name.....

Address.....

Position.....

Company.....

letter every day, he often neglects to answer important mail, thinking that he will answer it along with some other letter which arrives later in the week. When he finally gets around to answering it, it is often too late, or he has lost the letter and forgotten what it is about.

While it is true that most salesmen's mail is sent out in special printed envelopes, it is equally true that a great many concerns have no envelopes for this purpose which stand out in a stack of letters. Mail clerks in hotels and postoffices must handle vast quantities of mail, and they often overlook a letter; if the envelope has some special design, or is of distinctive color, the salesman can often "spot" his mail as it is being sorted by the clerk at the hotel desk.

One concern prints a big, wide red line across all envelopes used for salesmen's mail. The salesmen immediately recognize this envelope and seldom have the misfortune of losing an important letter because the clerk has overlooked it.

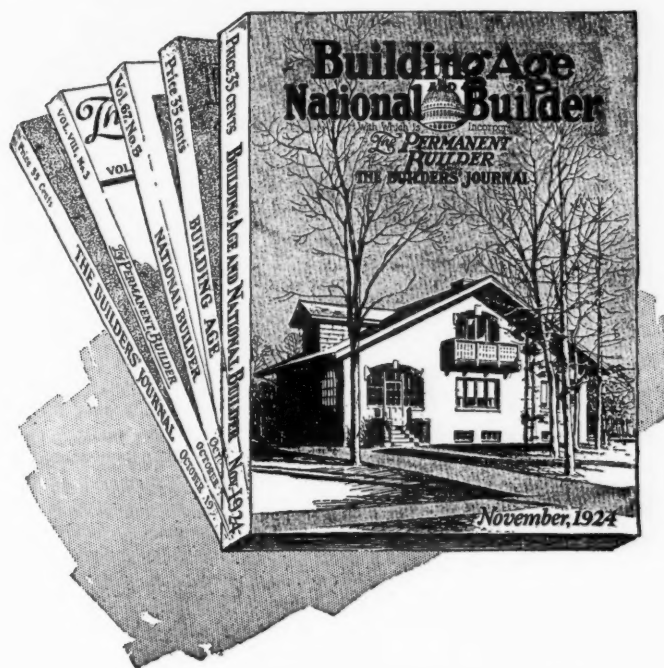
### The Numbered Envelope Plan

The plan of numbering envelopes consecutively is used in many instances where it is necessary to keep a record of every letter. Each salesman is given a series of numbers. For instance, the Indiana salesman's numbers run from one to five hundred. The Iowa salesman's numbers run from six hundred to one thousand. With each letter bearing a consecutive number, the salesman knows immediately when a letter is lost. This plan is especially useful when new prices are constantly going out, for the salesman has no opportunity to claim that price changes were not received; if he misses a number it is his fault if he does not call attention to it and ask for a duplicate letter.

Nothing so upsets a salesman as missing his mail. If he always knows just where and when his mail is to reach him, his mind is at peace; he is not constantly looking for mail which doesn't arrive, especially if the expected mail contains a needed check. The little effort required to insure the prompt and regular delivery of salesmen's mail is more than worth the little extra expense or the additional trouble.

# A 4-in-1 Circulation with Three Outstanding Advantages!

With the current November number, Building Age and The Builders' Journal, The Permanent Builder and National Builder are issued as **one** publication.



*It is the predominant periodical in a*  
**Five Billion Dollar Building Market**

**T**HERE is focused in one journal all the circulation, experience, knowledge, and ability possessed by four. One paper wields the trade power and influence of four. A weapon for mass attack in place of a mass of papers for feeble invasion of a mighty market.

There are many advantages for the advertiser in this field. These are outstanding:

- (1) The largest *net paid* circulation of any business paper on the footstool. Net paid, if you please, not "Copies Printed."
- (2) A rate per thousand about *two-thirds LESS* than the average rate of all technical and trade papers. Just \$3.85 per page per thousand *paid* subscribers. That's cost cut to the quick.
- (3) The opportunity to be a conspicuously large advertiser before the readers of one paper at the same cost as smothered effort in each of four. Concentration wins here as elsewhere.

*Complete details on request*

## Building Age and National Builder

239 West 39th Street, New York

*Member Associated Business Papers, Inc.*

*Member Audit Bureau of Circulations*

# What Will It Cost Us to Run An Export Department?

The Combination Export Man Who Serves Several Firms May Help to Solve Export Problem for Small Concerns

*By H. L. Kraus*

Export Manager, The Biflex Corporation, Waukegan, Illinois

**A**N experienced export sales manager devoting his entire time to furthering the export interests of his factory, and his factory alone, is the best way to get export business. There isn't any argument about this.

But an export department devoted to one factory—providing it is to produce results—is not cheap. The assistant chief of the Bureau of Foreign Commerce has set the cost at \$12,000. Based on my own experience, the absolute minimum at which an export department can be maintained is \$20,000.

On the basis of these figures, a manufacturer must have a potential market of about \$400,000—maybe a little less—before an individual export department is profitable.

How are you going to get export business? Export selling and domestic selling do not mix. While the same basic principles of sales apply all over the world, the mechanics and the details vary considerably. Sales do not warrant a separate export department and the domestic sales manager has all he can do to handle properly business in the States.

## **The Combination Export Manager**

That's where the combination export manager steps in. He can serve the manufacturer who wants to export direct, and he occupies the same relationship to the factory which a lawyer does in a contract with a corporation which has sufficient legal business to maintain its own legal department.

The combination export manager is not a new development. Methods and details of operation vary greatly. Degrees of efficiency vary greatly. Some use their own name and subordinate the name of the factory; even though they call themselves "export managers,"

according to my view, they are not; they are really sales agents, or manufacturers' agents working just the way manufacturers' agents work in the States.

The majority of the combination export managers work with their factories just the way the export manager or the sales manager works who devotes his entire time to the factory. They use factory letterheads, factory cards. The factory's name is in the telephone book and on the door of their offices. The factory secures carbon copies of all correspondence, approves all contracts, handles all financial matters and is in direct touch with the entire export situation at all times.

## **Company's Name is Retained**

In one very important respect the combination foreign sales manager differs from the export house or even the Webb Law combination where the individuality and the prestige of the factory making the goods is completely submerged. The factory retains all the good will and advertising value of doing business in its own name and the export man has the support of the factory's reputation and advertising behind his solicitation for business.

There are compensating advantages which, almost, if not quite, offset the fact that only 25 per cent or even less of the combination export manager's time is devoted to one factory. Usually, the export man, if he is a good one, has an organization already established. He has salesmen in the field who are selling the same kind of material. If he has been handling shock absorbers, replacement parts and bumpers for a number of years, it's not going to take so long to get a line of spot lights started. He knows whom to sell—also whom not to sell. He should know where he can not sell; there is no use

trying to sell electric irons in Jugoslavia and other countries where the regulations call for bulb horns. He has a mailing list of actual customers in foreign territories who are buying kindred lines from other factories. He has credit information based on the experience of various factories with different customers.

What's more, a combination of lines in the same field appeals to buyers overseas. This is especially true of new lines. It's expensive to send out a trial order. Minimum bills of lading, consular charges, etc., are high. If the customer overseas can get a small shipment along with another large order, the shipping expenses are practically nothing. In the field of automobile accessories overseas, opening orders are usually small, for the customer in many cases is simply gambling that his market will take up the particular accessory—he doesn't know if they will sell or not. Bumpers, for example, have met the fancy of auto owners in markets such as the Dutch East Indies, Philippines and other places while in England and France, where there is a real congestion and a real need for bumpers, no foothold has been secured.

## **More Economical Operation**

Most important of all, the combination export manager, by dividing the overhead expenses of his organization among several factories, can operate more economically. Most export men work under a drawing account against commission basis. Instead of investing \$20,000, the manufacturer sees results before he has invested 10 per cent of it. As his other factories are already established and producing results and income, the combination export man usually can afford to do the initial work at a loss in the expectation of an increased future income.





## Expert Guidance

WHEN a foreign ship comes into New York Harbour she has to be in the expert hands of a New York pilot who knows both the fairway and the dangers to avoid

So, too, when your ship, manned by Americans, reaches the waters of the British Empire, a British pilot takes charge to give those deft touches at the wheel which enable her to avoid the shifting sandbank and the half-hidden shoal

€ € €

**There is no law which requires American advertising in Britain to be guided by British Agents, but common-sense suggests and experience proves that this is the wise policy**

€ € €

Americans who have visited our offices—the largest of their kind in Britain—have expressed amazement at the completeness of the equipment

We court enquiries and take pleasure in submitting our considered opinions as to the possibilities of the British field for any American Products

May we refer you to American manufacturers whose publicity interests we look after in Great Britain and the Dominions?

### THE SAMSON CLARK ADVERTISING & SELLING SERVICE

(Established 1896)

Telegrams & Cables:  
Unsullied, Wesdo, London.  
Code: Bentleys.

**57-61, MORTIMER STREET  
LONDON, W.1**

Telephone:  
Museum 8060  
(ten lines)

SAMSON CLARK & CO., LTD.

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# *The Pittsburgh Survey Not Complete Without Newspapers*

**A** DEFINITE knowledge of Pittsburgh Newspapers is necessary to thoroughly reach the jobbers, retail merchants and finally the consumer.

The Manufacturer seeking a market should know the buying power of the readers of Newspapers to introduce and put across his campaign.

Pittsburgh is an ideal testing territory for a new product and no successful campaign has ever been conducted without the use of the advertising columns of The Pittsburgh Gazette Times (Morning and Sunday) and the Pittsburgh Chronicle Telegraph (Evening Only).

These Newspapers reach the better classes who are able to buy advertised goods.

The demand of the more intelligent people, who are much in the majority, for high class well balanced presentation of the news and the complying with this demand by these two Newspapers are largely the reasons for the reader confidence and success of the Pittsburgh Chronicle Telegraph and The Gazette Times.

Building up rather than tearing down is the policy pursued.

These Newspapers are more than the mere Chronicles of Pittsburgh's daily life. They are a part of Pittsburgh and just as essential as the paved roads of the community.

Let us help you make your campaign successful.

## **THE GAZETTE TIMES**

*"Pittsburgh's ONE BIG Newspaper"*

## **PITTSBURGH CHRONICLE TELEGRAPH**

*"The Paper That Goes Home"*

URBAN E. DICE, National Advertising Manager, Gazette Square, Pittsburgh, Pa.

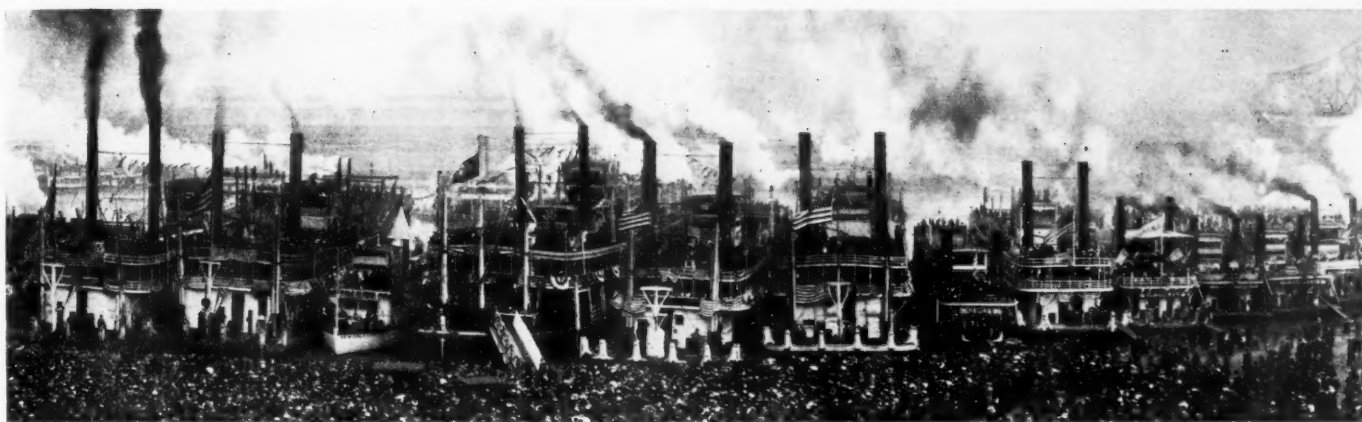
PUBLISHERS' REPRESENTATIVE

KNILL-BURKE, Inc.

Brokaw Building, 42nd & Broadway, New York City  
Peoples Gas Building, 122 S. Michigan Blvd., Chicago, Ill.  
Constitution Building, Atlanta, Ga.

R. J. BIDWELL COMPANY

San Francisco and Los Angeles, California



One hundred steamships are registered at Pittsburgh, which ships its products to 1,875 communities on the Ohio, Mississippi, and Missouri rivers

# What Kind of a Market is Pittsburgh?

Some Facts That May Change the Sales Manager's Mind  
About the Kind of Goods He Can Sell in This Territory

**P**ITTSBURGH is probably the most misunderstood market in the country—misunderstood first, because the Pittsburgh that appears on paper is not the actual Pittsburgh by one million two hundred thousand people; second, because "street" Pittsburgh, that is, the foreign-born and negro population that we are apt to visualize as the rank and file of buyers, is less than twenty-five per cent of the total population. The "desk" campaign designed to attack the Pittsburgh market as a market of steel mill workers, common laborers, and illiterates, is as ill-conceived as an advertising campaign placed in a German language daily newspaper in Paris.

Pittsburgh often fools the stranger. The map and census figures tell a poor market story indeed. The city limits of Pittsburgh are about as much the limits of the actual city as "the Loop" would be the city limits of Chicago. The metropolitan area of Greater Pittsburgh includes a population of 1,300,000, in actuality making one hundred incorporated cities and boroughs. In a fifty-mile radius there are 3,000,000 people; within a hundred miles, 5,500,000; and within two hundred miles, 13,600,000.

It is the center of the most thickly populated section of the United States. The population of Greater Pittsburgh, that is, Allegheny County, outside of Pittsburgh

proper, would equal that of Nevada, Wyoming, and Delaware combined, with 102,753 persons left over. There are enough left over to make a city as large as Harrisburg or Erie, and a city greater than one possessed by Arkansas, Arizona, Florida, Idaho, Kansas, Maine, Mississippi, Montana, Nevada, New Hampshire, Louisiana, New Mexico, North Carolina, North Dakota, Oklahoma, South Carolina, South Dakota, Vermont, West Virginia, or Wyoming. Greater Pittsburgh has a population of 1,563 per square mile. Cities like Braddock, McKeesport, Duquesne, Homestead are adjacent to Pittsburgh proper, with as close proximity as Brooklyn to Manhattan. If Chicago were as restricted politically as Pittsburgh, the Wilson Avenue district would be outside of the city limits.

## Not a Cheap Market

Pittsburgh looks like a cheap market. It looks as though the appeal should be directed to the man who "reads pictures and lets his neighbor read the captions for him." The truth is Pittsburgh has a higher percentage of native white population than Detroit, Cleveland, Chicago, or Boston. Actually out of the entire population of the city, it has only 24,000 Austrians, 18,000 Slavs, 4,000 Greeks, and 14,000 Hungarians—foreign born.

And included in the total foreign born population which looks on

paper like a cheap market, are 2,000 Canadians, 16,000 English, 28,000 Germans, and 20,000 Irish. There are only approximately 53,000 negroes in the entire Pittsburgh district. Only 4.5 per cent of the entire population is illiterate. Four thousand public school teachers read your message in Pittsburgh; 1,003 physicians, 1,121 insurance agents, 1,823 bankers, 1,813 electricians, 1,144 bakers, and 107 nurserymen—just to show the diversity of the distribution of incomes.

The four dollars a day paid to the common laborer in the steel mills does not represent a fraction of the purchasing power of the district—and it is not the dollar to concentrate on in your campaign for Pittsburgh patronage.

Pittsburgh has the wealth, the imagination and the "sporting instinct" to take a chance on the new, high-priced quality product. One hundred and eighty-eight carloads of Flint cars are reported to have been shipped into the Pittsburgh district in the last six months. La Palina and Dutch Master cigars and other ten, fifteen and two-for-a-quarter cigars outsell the seven cent stogies. The Elgin Watch Company and Interwoven Hosiery Company have been unusually successful in their Pittsburgh sales and advertising campaigns. The Sun Maid Raisin Growers Association, of Fresno, California, do more business in the Pittsburgh district



than any other district in the United States, first, because of the capacity of the market to respond to their promotional campaign, and second because of the easy manner which their sales force can work the Pittsburgh market.

And, by the way, the method used by the Pittsburgh branch office of the Sun Maid Raisin Growers for working Pittsburgh can well be adopted by other sales organizations. Pittsburgh is one of their main sales divisions, the Pittsburgh division being divided into four sales districts, each district in charge of a district manager. Each district carries one resale salesman, and one salesman calling on jobbers. One baking specialist covers the entire division servicing bakeries.

The population of the Pittsburgh district is so concentrated, transportation facilities are so excellent, that the territory is an easy, and an inexpensive one to work intensively. In the district there are 138 passenger automobile agencies, 418 confectioners, 496 druggists, 110 hardware stores, 150 furniture stores, over 6,000 grocers, 600 dry goods stores, and other retail outlets in proportion.

When one considers the fact that there are six first class department stores in the downtown shopping districts that do a volume of business equivalent to that of any of the New York or Philadelphia department stores, one gets some conception of the channels through which your merchandise flows once it is popularized in Pittsburgh. Pittsburgh has 18,365 retail establishments doing an annual volume of \$395,233,300 mercantile business,

equivalent to \$333.30 purchases per capita. Three hundred thousand buyers enter Pittsburgh department stores daily.

A department store opening in Pittsburgh several years ago made the mistake of overstocking with a line of dress goods selected to appeal to women with lean pocket-books, and an eye for wearing apparel that did not show smoke and dirt. The general manager who bought the initial stock and opened the store, did not know Pittsburgh.

He did not know that there is a vast amount of white and light-colored clothing worn by both men and women in that city. Furthermore, he judged the buying power of Pittsburgh from the car window. An analysis of the daily pay-roll figures of Greater Pittsburgh would have shown him that Pittsburgh has a very high per capita buying power.

#### Testing Out in Pittsburgh

Pittsburgh has the coal bin on the front porch, but a savings bank book in its vest pocket shows \$236.57 as the average savings of its 625,000 inhabitants.

Pittsburgh is an exceptionally good test market. A great many of the sales plans of the Fuller Brush Company were tried out in Pittsburgh seven to ten years ago, and Fuller Brush men were doing an unusual business in the smaller cities included in Pittsburgh proper before their product was known west of the Alleghenies. Pittsburgh has long been an experimental laboratory, from an advertising standpoint, for many of the patent medicine concerns. Their copy has been tried in Pittsburgh time and time again.

Although we may question the analogy, one will have to grant that this class of advertiser can teach all of us something about picking and working profitable markets. The experience of the patent medicine people is deeply significant from a number of standpoints.

The money is here, and it is very often here when it is tight in every other section of the country—and it is easy money. Pittsburghers are natural spenders. The money is in Pittsburgh because it is a great wealth creating center. Pittsburgh leads Cleveland and Detroit in annual bank clearings, Pittsburgh banks totaling \$7,276,699,489 each year, exceeding Cleveland by two millions, and Detroit by three millions.

The purchasing power of Pittsburgh is estimated at one billion dollars monthly. Annually its manufacturing plants produce products worth \$2,500,000,000. It produces raw materials for various industries in the United States in the following proportions: automobiles, 40 per cent; hardware, 47 per cent; agricultural implements, 46 per cent, and machinery, 39 per cent.

Pittsburgh has the largest tube and pipe mill, wire manufacturing plant, glass works, air brake plant, rolling mill machinery plant, aluminum finishing works, pickling and preserving industry, electrical manufacturing plant, vanadium and radium industries, and cork manufacturing plant in the world.

Pittsburgh leads the world in the production of iron, steel, glass, electrical machinery, steel cars, tinplate, air-brakes, railway signals, fire brick and white lead. It has the largest trust company which has the largest



Two billion dollars in building improvement is said to have been spent in the Schenley Park district of Pittsburgh

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# Textile World

*takes over*

## TEXTILES

*Textiles* is to be merged with TEXTILE WORLD beginning with an early issue in November.

This is the second well known technical periodical to be consolidated with TEXTILE WORLD within a year. *Posselt's Textile Journal* was the other.

\* \* \* \*

The principal news in this advertisement is thrown up into those paragraphs.

But there are further facts to be marshaled and carefully weighed.

To take care of the increased subscribers thus gained—whose interests are primarily in production and technical processes—the technical editorial staff has been increased. More space than ever will be devoted to management, operation, processes, costs, etc.

The Questions and Answers Service—a highly valuable feature of both journals—will be continued and strengthened. Both developments are straight in line with TEXTILE WORLD'S natural growth.

There has been a constant pull on the time of mill men by more publications than they were able attentively to read despite their value.

There has been the pull of two papers on the manufacturer's advertising appropriation, with the result that in many cases he was not adequately represented in either.

In the consolidated publication it is possible to obtain—in minimum time—the trade news, market trend and developments relating to machinery, processes and management.

In the consolidated publication the advertiser is at once able more efficiently to appeal to the larger audience with unduplicated effort—the principle of concentration applies here also.

In this union there is strength and economy.

\* \* \* \*

TEXTILE WORLD has never had a counterpart in the industry.

It leads, and has always led, in individual net paid circulation. It leads and has always led in advertising space and in the number of manufacturers using its columns—over 850.

The men who buy and those who sell meet on common ground in a paper dedicated to broad, independent, four-square service to the world's second industry.

This consolidation is merely another forward step.

## Textile World

Audit Bureau of  
Circulations



Associated Business  
Papers, Etc.

BRAGDON, LORD & NAGLE CO.  
334 FOURTH AVENUE NEW YORK CITY

## A Producer of Orders

**SWEET'S ENGINEERING CATALOGUE** offers to the manufacturer of industrial and power plant materials and equipment, a comprehensive sales service with a remarkable record as an order producer.

*The service consists of:*

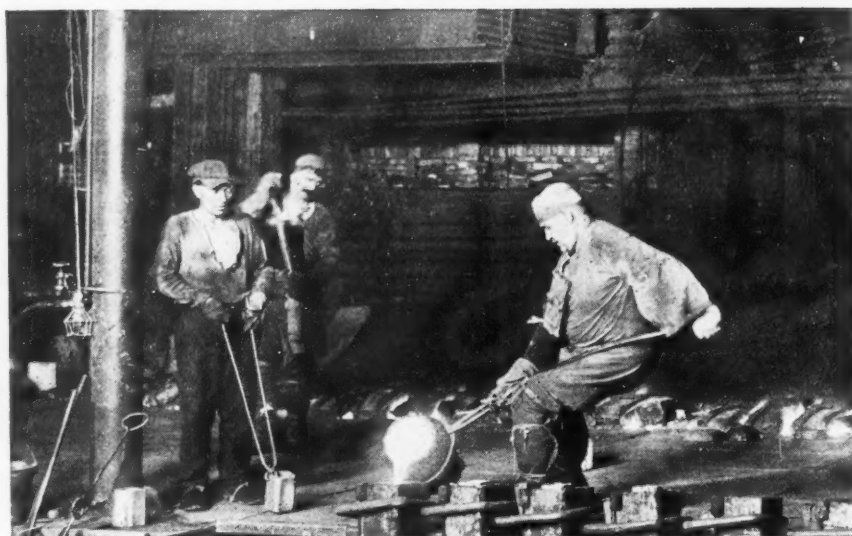
1. CATALOGUE representation.
2. EXPERT copy and editorial service.
3. MAINTENANCE insurance for 1 year—your catalogue is included in a bound volume that is not lost or mislaid.
4. Service of a DISTRIBUTION DEPARTMENT that is on the job every day keeping the list complete and accurate.
5. DISTRIBUTION to 15,000 officials who originate orders.
6. PROMOTION SERVICE by a department specializing in the selling of your information to the users of the book.
7. AN OPEN MARKET—a copy of the classified distribution list being furnished you.
8. A MONTHLY BULLETIN SERVICE giving changes in and additions to the distribution list and news of sales opportunities for our clients.
9. A PERMANENT PLACE of reference on the prospect's desk to which you can tie all other advertising and promotion work.

*Eleventh Annual Edition  
goes to press February 1, 1925*

**SWEET'S  
CATALOGUE  
SERVICE**

Inc.

119 West 40th Street  
New York, N. Y.



Meet one of these fellows on the street and he may not look as if he is a good prospect—but you ought to see his pay envelope

individual surplus of any bank in the world with one exception.

Pittsburgh is a great transportation center. At the confluence of three navigable rivers, it handles a water tonnage greater than the combined tonnage of New York and Boston. Its railroad terminals handle approximately 54,000 cars a day. Its river tonnage last year exceeded 28,000,000 tons, with a passenger traffic of 1,500,000. One hundred steamships are registered at Pittsburgh, which ships its products by water to 1,875 communities on the banks of the Ohio, Mississippi, Missouri, and their tributaries. Water transportation on the Monongahela river alone is over 24,000,000 tons a year—more than the combined tonnage of the Suez, Panama, and the Kiel canals.

### Location is Advantageous

More than 300,000 Pittsburgh workmen receive a daily pay roll close to \$2,000,000. The district has within its confines 350 coal mines employing 40,000 miners producing over 100,000,000 tons of coal each year. Pittsburgh produces three-fourths of the bituminous coal in Pennsylvania and more than 40 per cent of that used in the United States. Pittsburgh produces 20,000,000 tons of coke annually.

As an industrial exhibit, Pittsburgh has 3,502 manufacturing plants, representing 271 industries, all of which buy supplies and machinery. These plants alone pay 243,333 men \$425,324,600 each year. They represent a capital investment of \$1,090,245,100, with their output valued at \$2,580,915,800.

Pittsburgh is one of the best known cultural centers in America, as well as a city of churches. It has 20 golf clubs, 20 hospitals, 24 public parks, 55 municipal playgrounds, the University of Pittsburgh and Carnegie Institute of Technology, both of which register 16,000 students each school year. It is the only city in the United States where an international art exhibit is held. Pittsburgh is a great outdoor center, being the pioneer in inaugurating daylight savings, fostered by Robert Garland.

### Facts About the City

Pittsburgh was incorporated in 1794, having a population of less than 1,500, and it was not until 1816 that she became a city, with the following decade showing her population doubled. According to a survey just completed, the population of the limits confined within the city at the beginning of 1924 was 647,177, an increase of 10 per cent over the government census figures of 1920.

Of course, Pittsburgh's principal industry is the production of iron and steel, in which she leads the world. To visitors they are the products symbolic of Pittsburgh's dominance. Thousands of persons yearly come with the primary motive of seeing the steel mills, where is made 40 per cent of the steel manufactured in the United States. The picture they carry away with them—a panoramic memory-film of glaring furnaces and of writhing bars of molten steel—represents to thousands of others the basic reason for Pittsburgh's being



termed "The Workshop of the World."

But this is only one of Pittsburgh's varied industries. Once it was virtually all; today it is but the core about which are woven hundreds of other products directly or indirectly allied with iron and steel. In its industrial plants in the district there are made heavy and light machinery, fine steel tools and dies—a hundred mediums for the use of metal formed from the crude materials, shaped to the end of industry, business and domestic pursuits.

The timely introduction of vanadium into steel has given the world a lighter, tougher, stronger steel with which to make these varied products.

Pittsburgh's central location as a quality market was never more important than today. The territory of which this district is the center has increased in population at a rate that is not exceeded in any other locality when the volume of business is measured with it. Increase of population means an increase of buying power, and the existence of vast buying power means selling opportunities that may be as great as the seller desires to make them.

Barring unforeseen reactions, the greatest development in the history of farm paper advertising and merchandising in country districts, is predicted for the next five years, according to a report presented before the recent meeting of the Agricultural Publishers Association in Chicago. The report points out the changes and improvements in the farm market which have resulted in the increase in the farmers' buying power.

An unusual development of the past year in the activities of the Association is the number of agencies which applied for recognition—a total of 68. Thirty-five were recommended for recognition.

The following directors of the Agricultural Publishers Association, whose terms expired at this time, were re-elected: C. A. Taylor, "Farm Life"; C. E. Burns, "New England Homestead" and "Farm & Home"; F. J. Merriam, "Southern Ruralist," and S. R. McKelvie, "The Nebraska Farmer."

## What do you know of Foreign Trade?

**S**OONER or later you will *have* to know. No one can predict how soon the day will come—but the day is coming soon when every American manufacturer will have to depend on foreign sales for a certain proportion of his sales quota.

## EXPORT TRADE & FINANCE

is the one magazine which will help you prepare to capture this trade. Every week it gives you articles and news items telling how other manufacturers are making money in foreign markets. Here are a few recent examples:

The Fuller Brush Co. House-To-House Campaign in Cuba  
*By F. S. Beveridge, Vice President*

The Underlying Policy of the Packard Foreign Advertising  
*By B. C. Budd, General Manager, Packard Motor Export Co.*

How Wrigley Created A Foreign Demand for Chewing Gum  
*An Interview with A. S. Atwater, Vice President*

How Remington Conducts Sales Contests in Foreign Markets  
*By James S. Martin, Foreign Adv. Manager, Remington Typewriter Co.*

Agency Arrangements in Foreign Trade  
*By M. H. Esser, Export Manager, Bausch & Lomb Optical Works*

The Eversharp Foreign Window Display Contest  
*By Dirk P. DeYoung*

### Special Introductory Offer

The regular subscription price to EXPORT TRADE & FINANCE is \$4.00 a year. We are making a special introductory offer to readers of "Sales Management" of the next four months (16 issues) for only one dollar.

To learn how others develop Export Sales

Mail this  
Coupon  
Today

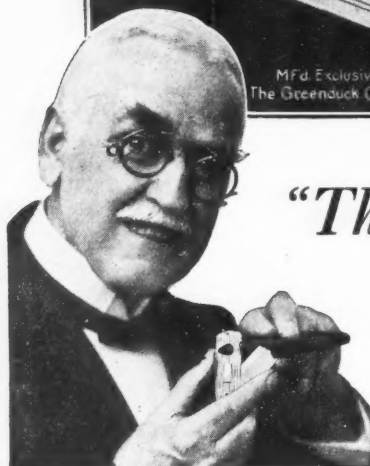
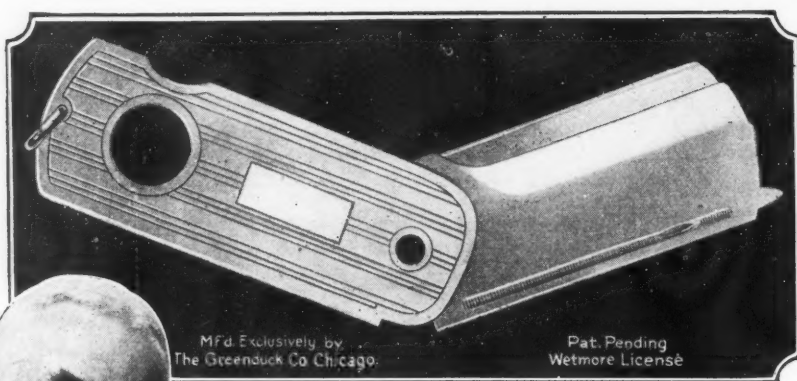


EXPORT  
TRADE  
& FINANCE  
280 Broadway,  
New York City

Enclosed find \$1.00. Enter  
our subscription for the next 16  
issues of EXPORT TRADE &  
FINANCE.

Name .....

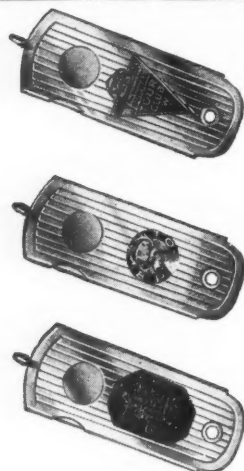
Address ..... S. M.



## "The Handiest Knife I Ever Had"

Always ready for a score of uses and never needs sharpening.

**RAZO-NIFE**  
"NOT A DULL MOMENT"



The most effective advertising novelty of the decade. Made of solid jeweler's grade, mirror polished nickel silver. A fascinating little item with a neat design etched on the handle.

### Uses Cast-off Safety Razor Blades

No trouble or cost to keep it sharp. Just take one of your old safety razor blades and slip it in Razo-Nife. No screws or fasteners—just snaps into place. It will do anything that can be expected of any pocket knife, and a lot more.

The hole in the knife handle makes a clever cigar cutter and the keen blade gives you a smooth clip without tearing the wrapper.

Like the finest watches, this versatile little knife is made as thin and unobtrusive as possible—only 1/8 of an inch thick—the proper thing for the end of a watch chain.

### Sales Managers:

Razo-Nife can be made up with any trade-mark, design, or special lettering neatly etched on the handle for use as an advertising novelty. It makes an exceptionally fine Christmas present that will be appreciated by your customers and one that is good for a life time of constant use.

The price on Razo-Nife made up in quantities is quite moderate in comparison to its actual value. We shall be glad to quote without obligation on your part.

The above illustration showing a few Razo-Nives etched with special designs gives some idea of the attractiveness of the Nife and the faithful reproduction of emblem or design.

We are the world's foremost manufacturers of advertising novelties of all kinds; badges, buttons, metal specialties, etc.

Ask for our catalog showing a complete line of good-will builders for the man at the desk. A large assortment with a wide range of prices.

### Give Razo-Nife This Year

A matchless good-will builder for your business. It will be carried and used for years. We can make them up in any quantity with your advertisement, trade mark, or special lettering etched on the handle. Give Razo-Nife to your customers at Christmas time—it is one of the most distinctive good-will items ever produced.

### Get a Razo-Nife for Your Own Use

You'll be immensely pleased with it. You'll find dozens of uses for it. You'll thank us for calling it to your attention. Fill out the coupon, pin a dollar bill, and mail it today. At the same time ask for quantity prices.

## The Greenduck Company

1725-41 W. North Avenue Chicago

THE GREENDUCK COMPANY,  
1725-41 W. North Ave., Chicago, Ill.

SM NOV.

Gentlemen: I enclose \$1.00 for Razo-Nife for my personal use. Please give me quantity prices on Razo-Nife with and without special design etched on handle. I understand that I incur no obligation.

Name \_\_\_\_\_ Firm \_\_\_\_\_  
Street \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

## Home Town Campaign Wakes Dealers

(Continued from page 1714)

salesman has made today. Offer \$10 extra for first sale, \$5 for second sale. Keep this score up to date each day.

\* \* \*

Third day: Meet salesmen promptly at 8 a. m. Get report on yesterday's cards. Get them out of office by 8:30. If some of them are failing to get at least 15 cards per day, then insist that they work harder and do more canvassing, because sales are always in proportion to prospects found. Girls to continue addressing second set of 1-cent envelopes to all property owners. Write personal letter, personally signed, to all Oil-O-Matic owners. Use form letter No. 3. Use 2-cent sealed envelope. Enclose a C. F. Roberts testimonial letter.

\* \* \*

Seventh day (Sunday): Put new ads in window. Go to church. Dealer to make out list of successful business and professional men for form letter No. 5. Use 4-page letter.

\* \* \*

Tenth day: Meet at 8 a. m. sharp. Last day of main house-to-house canvass. Demand that no salesman should have less than 125 accepted cards in by evening. Start all salesmen away from office by 8:30. Dealer to go over directory and check all traveling men and men who are away a good deal and send form letter No. 9 to their wives, in a 2-cent envelope. Mail this on 13th day, and use the 4-page letter. Prepare form letter No. 13.

\* \* \*

Twenty-second day: Meet men promptly at 8 a. m. Give them definite men to see. Get them to bring in some of their prospects they cannot close to see the 'demonstrator' in action, then step close in and close the sale yourself. Telephone and make dates for your salesmen, and send the salesmen around at the appointed hour. Load the salesmen down with prospects. Make them recanvass houses they have failed to canvass so far. Pay salesmen for prospects they bring to the office that you 'close.' Report to factory.

\* \* \*

Twenty-sixth day: Regular morning meeting at 8 a. m. Take time to give each salesman several good leads and tell him how to handle them. Tell them to report on each one. Not too late yet to look up some new prospects. Throw the entire city wide open to each salesman regardless of districts or lists—let each salesman reserve not to exceed 10 prospects—from now to close of campaign. Use date cards. Report to factory. Sunday ad to contain list of users and new customers.

\* \* \*

Thirty-first day—last day: Meet men promptly at 8 a. m. Tell them to 'clean up,' 'mop up,' and use the leverage of last possible date to get advantage of reduction. 18% to close today. Announce \$5 extra bonus for every sale today if we complete our quota. Have all men come back after dinner for a few minutes, and send them out on the last attack. Keep office open until

AGAIN—

# FIRST IN OHIO

Year after year The Columbus Dispatch continues as the *FIRST OHIO NEWS-PAPER* in volume of paid advertising, publishing 15,383,656 lines during the first 9 months of 1924. This record exceeded the second Ohio newspaper (Cleveland) by 1,957,306 lines.

## NOTE THE ADVERTISING LINEAGE OF THE FIRST 7 OHIO NEWSPAPERS

*(January 1st, to September 30th, inclusive, 1924)*

### Columbus Dispatch 15,383,656

Cleveland Plain Dealer	13,426,350
Dayton News	11,607,414
Toledo Blade	10,860,503
Cleveland Press	10,226,400
Cincinnati Times Star	10,065,000
Cincinnati Inquirer	9,404,100

The state wide leadership of this newspaper in advertising is backed up with a great local leadership in circulation, which forcibly emphasizes the importance of The Dispatch to National Advertisers. **98,458** was the net paid daily average circulation of The Dispatch for the 6 months ending September 30, 1924.

*In the Central Ohio territory in which The Dispatch circulates there are a million people to be fed, clothed, housed and entertained. The per capita wealth is \$3,045.00. Columbus people are typically American, being 93.2% native-born. The Dispatch is always—*

**FIRST IN NEWS—FIRST IN CIRCULATION—FIRST IN ADVERTISING**

## Columbus Dispatch

OHIO'S GREATEST HOME DAILY

HARVEY R. YOUNG  
Manager of Advertising

O'MARA & ORMSBEE, National Advertising Representatives  
New York      Detroit      Chicago      San Francisco



# A Magnet that Attracts the Crowds!



## Signs That Exert Tremendous Pulling Power on Continuous Streams of People!

### A Few NATIONAL ADVERTISERS



### That Use 'GOOD-AD' WINDOW SIGNS

FROM the Main streets of the smallest and most distant villages to the Main streets of the largest cities, these attractive window signs continually point the way to constantly increasing sales.

## "Good-Ad" Window Signs of DECALCOMANIE That "Goes on Forever"

are made of permanent and brilliant non-fading colors—becoming almost a part of the glass itself—perpetually pointing out WHAT to buy and WHERE to buy it.

### PALM, FECHTELER & CO.

*Decalcomanie Pioneers*  
67 Fifth Ave., New York  
*Representatives in all Principal Cities*

### FREE SKETCH OFFER

#### PALM, FECHTELER & CO.

Gentlemen:—Kindly send actual Decalcomanie samples, also illustrated literature "S" and FREE COLOR SKETCH, without obligation.

Sign here \_\_\_\_\_

NOTE:—To assist you in preparing color sketch, enclosed find copy of trade mark and other advertising matter.



**Transfer**

9:30 p. m., and call every prospect and ask him to call and sign up before it is too late. Close sale definitely and finally at midnight.

Hurrah! Success! We made our quota. Wire results to factory.

As will readily be noted, the program is written in a free and easy, rather colloquial style, that the dealer can easily understand. Practically every day, up to the last week, something goes out in the way of direct mail advertising, and the dealer is instructed exactly how to classify the prospect cards so as to use the form letters to best advantage. A feature of the last half of the campaign is a daily report to the factory, enabling the campaign manager to make definite suggestions, or even to substitute a new program if it seems advisable.

As the old proverb puts it: you can lead a horse to water, but you can't make him drink. And it is easy enough to give the dealer a mark to shoot at, but making him shoot is another matter. Those who are troubled by what is sometimes referred to as lack of dealer cooperation may perhaps find the Oil-O-Matic Company's experience suggestive.

An interesting case of the settlement of a dispute by means of arbitration instead of through court proceedings came up recently before the council of arbitration which was formed several years ago by the National Shoe Retailers' Association, the National Boot and Shoe Manufacturers' Association, and the National Shoe Wholesalers' Association.

The case was brought up by Shapiro Brothers of Detroit, Michigan, who had purchased three cases of shoes from a manufacturer which were unsatisfactory. The manufacturer agreed to settle through arbitration; Mr. Harry Silver of O'Connor & Goldberg represented the retailer, and Mr. C. W. Schaaf of the Florsheim Shoe Company, represented the manufacturer.

When the arbitrators met, they tried on eighteen pairs of shoes on six different girls, and based their decision on the findings of this test. After trying four or five different shoes on each of these girls, they reported that the shoes did not fit, since the counters were too low and the straps too short, and therefore authorized the return of the shipment to the manufacturer for credit to the retailer's account.

# How to Start a Sales Managers' Association

(Continued from page 1722)

the officers before mentioned and the five members shall be elected at the Annual Meeting.

## ARTICLE VIII DUTIES OF OFFICERS

Section 1. The President shall perform the duties usual and appertaining to this office, preside at all meetings of the Association and of the Executive Committee, countersign all orders on the Treasurer for the payment of moneys of the Association, appoint all committees and keep a general oversight of the work and progress of the organization.

Section 2. The Vice-President shall perform the duties enumerated above in the absence of the President.

Section 3. The Treasurer shall have custody of the funds of the Association, issuing checks and paying orders of the Association signed by the President and the Secretary, approved by a Chairman of some committee. He shall furnish a surety bond, at the expense of the Division, for an amount to be named by the Executive Committee.

Section 4. The Secretary shall conduct the correspondence of the Association, under the direction of the Officers, Executive Committee and of the several chairmen of working committees. He shall keep the minutes of the various meetings of the Association, of the Executive Committee and of the working committees when instructed to do so. The Secretary need not be a member of the Association, and his dues shall be remitted. He shall be paid for his services such compensation as may be determined upon by the Executive Committee.

Section 5. The Executive Committee shall have charge of all the details of the work of the Association, appropriate money for the use of the committee and supervise the expenditure of same.

They shall have power to employ a Secretary and adjust his compensation.

The Executive Committee may fill any vacancy among the officers by a vote of the majority of those present at a regular monthly meeting of the Executive Committee. The person thus appointed shall hold office until the next election, or until his successor is appointed.

Section 6. No officer or employee of the Association, no committee or individual member thereof, shall make any outlay, enter into any contract or agreement or create any liability on the part of the Association, without authority from the Executive Committee.

At no time shall the Executive Committee authorize the expenditure of money or contract debts in excess of the amount in the Treasury.

## ARTICLE IX NOMINATION OF OFFICERS

At the regular meeting of the Association in October the President shall appoint a Nominating Committee of three to recommend names of members to fill the several offices, and to be voted upon at the Annual

meeting in November. Additional nominations may be made at the Annual Meeting.

## ARTICLE X ANNUAL MEETING

The Annual Meeting of the Association shall be held on the third Monday of November of each year. At that time officers shall be elected to occupy the several offices referred to in Article VII of these By-Laws, except the Secretary.

## ARTICLE XI COMMITTEES

The President shall, immediately upon his election, or as soon thereafter as practical, appoint the following committees:

Membership Committee of five, whose duties it shall be to have a general oversight of the work of securing new members. They shall pass upon applications for membership. The vote of the Committee shall be by ballot, two negative votes excluding; proceedings of the committee shall be secret, confidential and final. The Committee shall pass upon each application separately and at every regular meeting of the Association report the names of such persons as have been admitted to membership.

Program Committee of five, whose duties it shall be to arrange programs for the several meetings, secure speakers, etc.

House Committee of three, whose duties it shall be to arrange for suitable meeting places for the Association and make arrangements for the dinners.

Auditing Committee of three, which shall be appointed by the President at the Annual Meeting, to audit the accounts of the Secretary and Treasurer, and to report at the December meeting.

Other committees may be appointed from time to time as necessity arises.

## ARTICLE XII AMENDMENTS

Amendments to these By-Laws may be made at any regular monthly meeting of the Association, thirty days' notice having been given by the Secretary through the mail, and such amendments having been presented at a previous meeting of the Association.

## ORDER OF BUSINESS

1. Reading of the Minutes of the last meeting.
2. Report of the Treasurer.
3. Report of Standing Committees:
  - a. Membership Committee.
  - b. Program Committee.
  - c. House Committee.
  - d. Auditing Committee.
4. Unfinished business.
5. New business.
6. General discussion.
7. Adjournment.

With the organization details out of the way the next important step is a recruiting campaign for new

## "In Reply to Your Letter"

Whenever you receive a business letter, consciously or unconsciously, you are impressed by its appearance. Just as a well groomed salesman is looked upon with approval, so a letter written with businesslike precision and neatness is a creator of good will.

You may be assured that the letters written on the L. C. Smith will be a credit to your concern. The L. C. Smith is constructed mechanically correct; it interposes no obstacles for the typist. Ball bearing throughout, it has a light touch and wears exceptionally long. It has been called the "Silent Smith" because it runs so quietly.

A telephone call or a letter will bring our salesman to your office with the machine; it will put you under no obligation to have him demonstrate the typewriter to you.



## L. C. Smith & Bros. Typewriter Co.

Factory and Executive Offices  
Syracuse, N. Y.



## *"To Every People According to its Language"*

### A Market of Vast Possibilities for American Business

Right here, within the borders of the United States, there are nearly 30 millions of people that are not being reached by many American advertisers. Yet these people, the 13,712,754 foreign born and their 15,694,539 children, comprise more than one-fourth of our total population.

The possibilities for developing this market for American manufacturers are tremendous. Like all homes on "Main Street" these six million homes are potential buyers of all commodities that modern science and industry produce.

Do you want to sell this market? We have for many years successfully cooperated with American

manufacturers, helping them sell their products to millions of new consumers through the medium of the American foreign language newspapers.

We furnish dependable marketing data, based on authentic analyses of the entire field. Because of our intimate knowledge of the various racial groups, their customs and habits, we know how to sell them.

Many of the leading American manufacturers are being served by us, in cooperation with their advertising agencies. Their continued use of our service year after year is perhaps the most eloquent testimonial in its favor.

*We welcome inquiries*

## H. L. Winer Special Agency

154 Nassau Street, New York

Member A. B. C.



## *Fifty Inexpensive Plans for Getting Inquiries — for Free Examination*

The editorial staff of the Dartnell Corporation is just completing a most comprehensive investigation of the most successful plans used by leading concerns to get inquiries at low cost. A copy of the report of this investigation, and weekly mailings of the Dartnell Sales Service (of which these reports are a feature), will be sent to executives interested in Sales and Advertising on trial. If you find the service helpful it may be continued—otherwise the material may be returned any time within thirty days for complete cancellation of the \$6.00 monthly charge. The report alone will be sent on ten days' approval at \$3.00.

*Write to*

**DARTNELL — 1801 Leland Avenue, Chicago**

members. This is a selling proposition pure and simple. It is, therefore, essential to success that you make the thing for sale as definite and tangible as possible. The prospective member will ask: "What is there in it for me?" Generalities—promises of meeting fellow sales managers and benefits to be derived from professional lectures—are not sufficient. The best method of recruiting membership I know of, and I have had experience with several, is to lay out in advance some concrete program designed to increase the efficiency of the sales department and then sell the program, not to individual sales managers, but to the house itself, which in the final analysis is the main benefactor. Invest the membership in the house, just as the most successful commercial organizations do, and let the house delegate the executive who shall attend the meetings. Such a course greatly simplifies recruiting, and makes it possible to have representation from practically every desirable local concern selling through salesmen.

### Select Members Carefully

Care should be used, however, not to become over-zealous in this recruiting work. If sales department subordinates, salesmen and retailers get into the membership a serious harm may be done the future of the association. It is obvious that no employer of salesmen cares to express himself freely in the presence of subordinates. Furthermore, their interests are widely separated. So it is best to start in from the beginning and make it a real sales managers' organization, thus avoiding the handicap which so materially slowed up the work of the ad clubs, and more recently the salesmanship clubs. Properly organized, a club of this kind is capable of exerting a great influence on selling standards and ethics. It can raise business itself to a higher plane, as well as make every member a better sales manager.

Life insurance sales were 7 per cent higher during the first nine months of 1924 than in the same period last year, according to a report issued by the Life Insurance Sales Research Bureau. The total sold in this country by eighty-one companies reporting was \$5,232,621,000.



## The Letter That May Be Loaded With Dynamite

(Continued from page 1718)

certain products. The kick was sent to the manufacturer, who wrote the Eau Claire people as follows:

We do not want to suggest that you are suffering a loss in profit by underselling, but our discounts to you are such that we believe if the standard price to retailers is maintained, the jobber can make from 3 to 5 cents a pound on our product, and we are wondering whether the report we have that you are underselling on our commodity is true.

### The Question of Price Cutting

The Eau Claire people came back with a two page letter analyzing their entire selling procedure. They pointed out the amount of freight they paid, how their salesmen operated, and the further fact that they were averaging 5 cents a pound profit, after freight had been deducted. If this is true, why should we increase our price to the trade in order to satisfy our competitors?"

The sales manager replied by special delivery mail: "You should not increase your price. If you can make 5 cents profit per pound and undersell, the trouble doesn't lie with underselling, but in the methods pursued by the others."

In still another instance, the manufacturer of sporting goods received a kick that a dealer was underselling in a nearby town, and the complaining party said, "There's just one thing to it. Either you put a stop to this cut price stuff, or I am through."

He placed the sales manager between the devil and the deep blue sea. He couldn't stop the bargain sale of the dealer in the other town, and the only thing he could do was try and soothe the ruffled feeling of the kicker. He wrote:

You know as well as I do that any one who believes it good business to give away goods is riding for a fall. If the dealer in the neighboring town chooses to throw away potential profit by cutting price, there isn't a thing that either you or we can do to stop him. The other fellow will come to it in time. It would be our suggestion that you start a campaign of advertising to offset the other dealer's cut price campaign.

Said the sales manager of a specialty manufacturer, "It's no wonder that the natural life expectancy of a sales manager is a short one, when one considers the amount of high explosive he has to handle daily."

## How Many Men Have Quit You for These Reasons

1. *To start in business for themselves, either in competition with you, or to engage in some totally different line of business, or as a dealer?*
2. *To take a position that "promises" bigger money—the need for making more money being due to over-gear'd living expenses? Perhaps the wife had social aspirations or wanted something beyond the reach of his income.*
3. *Because they were unable to bring in enough business, due in a large measure to their flirting with sidelines, and in other ways attempting to carry several buckets of water at one time?*

SOONER or later every salesman begins to wonder if he isn't making a mistake by staying on his present job. Far off pastures lure him. If only he could get a business of his own; if only he could get a good sideline; if only he could play the other man's easy game.

The wise sales executive assumes this normal discontent. He anticipates it. An ounce of prevention here is worth many tons of cure, and an excellent preventive is to send each of your salesmen, personally, an autographed copy of the new Dartnell manual, "What a Salesman Should Know About Finance," by J. C. Aspley, editor of "Sales Management."

This unusual manual is so written that it removes unrest by indirect suggestion and the citation of actual concrete examples. It proves to a salesman that his best bet is to stay where he is and to succeed where he is with what he has. It makes him realize that another job has little to offer that his present job does not offer. It pictures the trials and failures of salesmen who have tried running their own business, and lost life-time savings. It convinces the man who likes to dabble with sidelines, that there is nothing in them, and his shortest road to financial success is to give all his time to doing one thing as well as he knows how. And it does this tactfully and interestingly, without preaching.

But the manual does not content itself with telling salesmen how to succeed. It also helps them to make their savings make money. The author believes that much of the present unrest among salesmen is due to living beyond their means, and failing to accumulate a financial reserve that will work for them in increasing measure as time goes on. A great array of facts is presented to convince a man that he should build up a reserve, and it shows him how by properly investing this surplus he can soon become independent. The more salesmen you can get into the habit of putting by a few dollars a week, the less turnover you will have. A salesman with money in the bank is steadier, and more dependable.

### SPECIAL OFFER

We will send to any subscriber of "Sales Management" a copy of this new Dartnell manual on approval for examination. Then if you wish to purchase additional manuals for your men you can order in quantity at the special rate of \$10.50 a dozen. The single copy price is \$1.10 in board binding; \$1.60 in leatherette.

## DARTNELL 1801 LELAND AVE. CHICAGO



# EDITORIAL

## What Making Public Income Tax Returns Means To the Sales Manager

revenue act, feel that they have struck a heavy blow at their arch-enemy, Wall Street. When the papers came out this morning with printed lists of what the prominent and near prominent citizens made last year, our friends in Congress, no doubt, applauded themselves loudly. But we doubt very much, once the full significance of what has been done comes home to the voters, whether their constituents will be equally pleased. It is true that making incomes public will annoy some men of wealth. It is true that it will give the politicians another knife to use on the opposition. It is true that the publicity may aid the Government in running down tax dodgers. To that great intellectual giant, the American politician, this means much.

But we are of the opinion that instead of hurting the capitalistic or employing class, the publicity is going to prove quite profitable to them, and equally unprofitable to the great mass of white collared workers, whom the act is supposed to help. Just how this will work out can easily be demonstrated.

The most useful information to a cold-blooded employer when a man applies to him for a position, is facts regarding present and past earnings. This is especially true in hiring a star salesman away from a competitor, or in a move to disrupt a competitor's organization by hiring away his skilled technical men. In the past employers have paid detective agencies to get this information for them. Now, however, thanks to Mr. LaFollette and his followers, he can get it for nothing from the United States Collector of Revenue.

This, of course, applies when the sales manager himself seeks a position. The sales manager has, perhaps, some idea as to how much his services are worth. But with the helpful cooperation of the United States Government, it is a simple matter for the employer to determine just what the sales manager's past earnings have been, and to do his "trading" on this basis.

It used to be that one of the carefully guarded records of a business was the sales department pay roll. For reasons not always easily explained, one man is worth more to a business than another man. The man who is worth more is paid more. Sales managers have always found it a wise policy to keep to themselves these various salaries paid to their various salesmen and departmental executives. But things are different now. You may feel sure, that even by this time, someone with a "nose for news" had made it his business to find out what the salaries are of

No doubt the Democratic-Radical coalition that jammed through the 1924

everyone in the office, including that of the sales manager and the Big Boss himself. At this moment he or she is probably busy keeping the choice news in circulation. Running a sales department thus becomes a simple matter.

But, cheer up, there is a tin-foil lining to the cloud. Sales managers have long been hunting a sure fire explanation to prove the inferiority of their competitors' products. Now they have it, tied and sealed with United States Government tags. On page 345 of tomorrow's sales manual we have a complete list of salaries paid to the executives, officers and sales people of each competitive company. The figures are interesting reading to the corner merchant to whom \$1,800 looks very big. The totals reach even more dazzling heights. "And just think, Mr. Dealer, the money that goes to pay these fat-salaried officials comes out of quality! Only by skimping on the quality, and cutting corners, could any company afford to pay such fabulous salaries."

So we have the politically consistent practice of one branch of the Federal Government working with might and main to eliminate unfair competition from business, and another branch leaving the door wide open for competition of a most cruel kind. On one hand a group of Congressmen who can't find halls large enough to shout their virtues as champions of the people, and on the other hand the same Congressmen taking money out of the championed people's pay envelopes.

## The Iron Hand In Selling

It does seem as though too much emphasis is being placed on the reasoning and persuasive factor in selling. Several courses in salesmanship which we have just examined have a tendency to make jelly fish out of salesmen. This bowing and scraping to the great and mighty customer is all right, but like any good thing, it can be overdone. By all means let us urge our men to use the velvet glove, but let there be an iron hand within the glove. One company at least has this idea. "When a Butler visitor comes across a customer, who, on account of scant lines or scant energy, is not running the kind of a store the town deserves, or is not giving us the business we deserve, tell him something about the scope of our location work. The purpose of the location bureau is to find locations for men who want to get into the variety business, and equally to keep men away from towns where we have customers who are pushing our business as they ought." However, the Butler salesman (or visitor as he is called) is warned to be careful how he uses the iron hand. "You are in no manner making a threat or using a club. You are simply talking



# COMMENT



along in a chatty way, letting the man read between the lines of your talk that it will be to his interest not to invite another variety store to come to his town." We appreciate that many of our subscribers will disagree with the use of such tactics—and in some cases they would be right. However, we are not advocating the use of threats. The excerpt from the Butler instructions to visitors is introduced merely to draw attention to the danger of overemphasizing truckling. Make your salesmen feel they are every bit as good as the customer and put some backbone into them.

## **The Proposed Dartnell Trade Excursion to Mexico**

That there is going to be a lot of business taken out of Mexico during the next few years by American manufacturers is certain. But which manufacturers in each line are going to get the business depends upon their willingness to go after it. It certainly will not come after them, not if the 1,000 German trade ambassadors now enroute to Mexico can help it. To help Dartnell subscribers secure a share of this Mexican volume, it has been suggested that a special train of sales executives, both subscribers to this magazine and the Dartnell Sales Service, be arranged for the purpose of making a trade excursion into Mexico shortly after the first of the year. The plan would be to get sales managers or representatives of concerns to make up the party, which would thus serve the double purpose of a sales managers' convention and a trade survey. Transportation and hotel accommodations would be in the hands of the American Express Company or some other organization specializing in excursions of this kind. A member of the Dartnell editorial staff, experienced in selling in Mexico and speaking the language, would accompany the party. The cooperation of the Mexican government and the various Chambers of Commerce has already been assured. It would be our idea to limit the party to one hundred sales managers, each sales manager representing a different or non-competing line of business if possible. The time required, and the cost of the trip would, of course, depend on the wishes of the majority. The first thing to find out is if, out of the Dartnell clientele of 30,000 sales executives, there are one hundred or more who would be interested. Are you interested? If you are, let us know and we will give you the information regarding extent of trip, cost, etc.

If you have any doubt as to the stability of Mexico, or its ability to buy what it needs, read Samuel M. Vauclain's report in the October issue of "Sales Management": "The big news item in Mexico today is not news at all, for it has nothing to do with disaster.

This big item is that the people are rapidly gaining in purchasing power—which means the end of disorder. On the lines of railway that I visited local freight business has doubled. . . . Within five years Mexico is going to become a land of marvelous prosperity. . . . The Baldwin Locomotive Works has extended credit to Mexico for locomotives. That is the best evidence that I can give as to my opinion of its stability. We think it good enough to back with money."

## **Working a Good Thing to Death**

It is doubtful if hand-to-mouth buying was ever so serious in branches of the textile line.

Old established concerns are on the very verge of ruin and hundreds of salesmen are on the verge of throwing up the sponge. Let us hope that with elections out of the way things will mend. They should. But it is very apparent that the prevailing craze for quick turn-over, and the merchandising men who advocate it in the face of common sense, have worked havoc with the 1924 profits of reputable manufacturers. What, if used in moderation, is a sound business policy, has become a dangerous fad. So menacing has the situation become that a meeting of important textile men was held in New England to discuss possible defensive measures. It was the consensus of this meeting that manufacturers should concentrate sales effort on quality items, and stop pushing "price" articles. There was also a marked sentiment in favor of the organization of subsidiary companies to sell from door-to-door. If the self-styled "legitimate" distributors are going to use the manufacturer as a convenience, making it impossible for him to operate his factory at a profit, then the only thing left for the manufacturer to do is to go over the retailer's head. Since this meeting two very large textile companies have taken steps to organize door-to-door sales organizations. It is too bad that such a condition should exist. In the long run everyone will lose by it, especially the retailers. Perhaps, if the generally looked for post election boom materializes, some of the hand-to-mouthers will get caught short on stocks this fall and change their religion. At any rate we hope so.

Since the last issue your editor has completed a 2,100 mile field trip, visiting "Sales Management" subscribers in thirty cities between Chicago and the Atlantic seaboard. The purpose was to find out what kind of editorial material sales managers wanted. As a result of the trip, we are planning several innovations to start in January, provided the voters vote right next Tuesday. Further announcement will be made in the December issue.



**EARL B. SHIELDS Advertising**  
1623 HARRIS TRUST BUILDING  
CHICAGO

TELEPHONE  CENTRAL 3001

August First  
Nineteen Twenty-Four

The Dartnell Corporation,  
1801 Leland Ave.,  
Chicago, Ill.

Attention Mr. J.F. Weintz

Dear Jake:

Confirming my talk with you of a few days ago -- we want our little two-inch single column ad to run indefinitely.

Not that it brings a "flock of inquiries" for it doesn't and isn't expected to, but we feel that in Sales Management we are keeping our name before the right people.

It has been the writer's experience, through a dozen years of advertising and agency work, that in a very large percentage of cases the men at the head of the sales organization also control the advertising appropriation and the selection of an advertising agency. If that is as generally true as we think it is there is less "waste" circulation for us in Sales Management than in any other medium of which we know.

We are sending along with this ~~second~~ new copy for your September issue.

With kind personal regards, I am

Cordially yours,

*E.B. Shields*

EBS:CL

**"t.f."**

**Known Circulation Value Builds Confidence**

One hundred and twenty other advertisers who used space in our October, 1924, issue likewise appreciate the fact that SALES MANAGEMENT is "the key to the man in charge of sales."

A booklet with that title has been prepared for interested executives—a book of facts for our advertisers. Write for your copy—it is sent without charge.

Mr. William S. Power, president of the Power, Alexander & Jenkins Company, Detroit, wrote us on October 15 as follows:

"... I want to congratulate you on the October number. I think it is one of the best you have yet published. The work you have done and are doing in the promotion of more intelligent advertising and a closer tie-up between sales and advertising is, I am sure, going to be very helpful in its results."

**Sales Management**

1801 Leland Avenue, Chicago

19 West 44th Street, New York

## Planning a Year's Sales Program

(Continued from page 1710)

Cup, which is given to the state or district manager which renews the largest percentage of its business, and another cup called the President's Cup, which is given to the agency producing the largest percentage of quota of written business for the year, provided the minimum written business is not less than four hundred thousand dollars.

### Year's Schedule is Sent Out

At the beginning of each year complete information about the year's program and all clubs, prizes and cups is printed on loose-leaf sheets which are sent to all agency managers. These sheets fit into a loose-leaf book which is also provided with a form on which the agent keeps a record of his previous year's production by months, together with his allotment for each month and his monthly production for the current year.

The record for each agent in each agency, as well as each state, and the total for the entire organization, is kept on my desk so that I may keep in constant touch with every man in the organization. In looking over some of the records for last year as compared with the quota, I find that one agent in a small local territory was given a quota of one hundred thousand dollars, and produced \$354,000 for a year. Another agent, whose quota was \$250,000, produced \$443,750. A year ago our quotas were assigned so that we could bring our total business up to the \$100,000,000 mark. This mark was greatly exceeded, not only by the organization as a whole but by many of the individual members. One agency whose quota was \$2,000,000, turned in \$2,193,575, and our star agency, which had a quota of \$6,000,000, turned in \$7,161,303.

While it is true that the average life insurance salesman is more inclined to run around in circles and waste time than salesmen in other lines of business, it is my firm belief that our plan of setting quotas and having some special task or activity for each month of the year can be adapted profitably to use in almost any other line of business.

# Even the Star Salesman is Only a Part of the Constellation

(Continued from page 1721)

method. But each one of you thinks he can do his best work, unhindered and unhampered, following each his individual ideas. This, as you must know, is not according to Hoyle. Business institutions are not built in any such fashion. But I'm game. I'm willing to step out of my official capacity as your manager, for the time being, just to study the various developments. Good luck, boys."

And they were allowed to operate individually, exactly as I had said. It was not long before they began to complain. There was no cooperation and no collaboration. The house was not standing by them. One by one, as they drifted back to the plant, had some tale of woe to tell. It had not been as easy as they had anticipated. At their old jobs, system and institutional practices had been in vogue, well oiled, without their being exactly conscious of it. In other words, they were not (and never had been) doing all the work, although they had glibly taken the credit for it. The Old House had been a big silent factor.

## Back to the Old Orbit

In order to get anywhere, it was necessary for those stars, despite their glamorous fame, to operate under a system emanating from one central source. A sales manager who knew his business must be pulling strings behind the scenes at every step of the way. We were not six months in adjusting our snarl. Those boys were only too happy to crawl under the fraternal blanket and warm their chilly shins. It had been cold sledding, each on his own.

Personally, I believe this is the best idea in handling scintillant stars. Leave them to themselves, and the trouble is speedily adjusted without quarrels or quibbling.

As to "stealing" high grade talent from the other house, that is something for conscience to answer. I have known sales managers to hide behind a brick wall with a club, a butterfly net and a specimen bag,

and jump out upon the unsuspecting star when he least expected it. If there were no such thing as competition in men, I fear there would be no human progress. It is a natural spur to talent as well as ambition.

However, there is absolutely no doubt in my mind as regards one point: the worst possible way to handle a star is to permit him to run over you, as was so amusingly related by the author of the aforementioned article. Nothing can be done with a man if you lose his respect. And can a sales manager command respect of the salesman if a Mack Sennett comedy is staged in the office every few minutes?

## Even Stars Have Their Places

It must amuse the sales force to read of some bumptious chap who puts on a full head of steam, drives through the official door at a merry clip and, kicking the sales manager in the face, remarks to him: "Where do you get that stuff about telling me what to do? I was a star at this game long before you were old enough to tell the difference between curdled milk and a flapjack. If you want to keep me, feed me with nice talk and ice-cream sundae assignments. There now, be a good little sales manager, run under your desk and lie down while I flirt with your stenographer."

It may make Sunday comic-section reading but it isn't born of fact.

Around the diggings where I operate, a sales manager still commands respect and still runs his own department. Even a star can't expect a little, separate heaven all to himself.

Henry Robinson Towne, president of the Yale & Towne Manufacturing Company, lock makers, from 1868 until 1915, and formerly also president of the Merchants' Association, New York, died at his home in New York City, October 16. Mr. Towne, with Linus Yale, formed the Yale & Towne Company shortly after the Civil War; he became president after Mr. Yale's death.

## "How to Sell Quality"

**D**ESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

### Typical Chapters

#### How Quality Helps a Salesman

Shows salesmen the advantages in selling quality merchandise.

#### Why Your Customers Buy Quality

Gives illustrations to prove that wise buyers prefer quality to price when properly sold.

#### Making the Buyer Want Quality

Tells how good salesmen create desire for quality products.

#### Creating a Quality Atmosphere

Illustrates the value of comparisons to force price into the background.

#### Getting the Full Price

Explains how the price dwindles when quality is sufficiently understood.

#### Disarming the Price Cutter

How to meet price objections with quality arguments and eliminate competition.

#### How to Close a Quality Sale

Closing arguments that make prospects forget price and buy your products.

#### Keeping the Old Customer Sold on Quality

Making customers see the profit in repeat orders for quality goods; the loss of patronage that comes with price-cutting, etc.

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

*In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.*

### The Dartnell Corporation

1801 Leland Ave.  
CHICAGO

19 W. 44th St.  
NEW YORK



## Money Bought this Space!



but only a proved ability to make Letterheads that produce results can earn such "word of mouth" advertising that prompted—

A new customer proudly exhibiting his letterhead at a Chamber of Commerce Meeting—resulting in our making letterheads for 7 other concerns.

and

When they saw the letterheads we made for a "National Advertiser", 30 concerns asked us to supply them also with letterheads.

Your General Manager, Advertising Manager and Purchasing Agent will all appreciate seeing this—

and samples of our

### LITHOGRAPHED LETTERHEADS

**Higgins & Gollmar**

Incorporated

Lithographers

Displays—Letterheads—Labels

36 Ferry St. New York, N. Y.

If it's Lithographed—we do it!



**"I turn  
electric lights  
on and off  
regularly"**

**TORK  
CLOCK**

**What About Their  
Signs and Windows?**

Thousands of merchants and good advertisers everywhere receive my service every day, save money and increase sales.

Why waste another day? I don't. I send you by return mail the TORK MANUAL which tells you How to Buy "Circulation" in Store Window Lighting and many other things you want to know about making a store advertise itself.

Also contains complete descriptions and prices of TORK CLOCKS and TORK TIMERS. Any sales manager's request on his business letterhead brings the TORK MANUAL.

**TORK COMPANY**  
10 West 40th Street, New York

For still quicker information, telephone—  
**NEW YORK**—Longacre 8282, Pennsylvania 3400, Pennsylvania 2750, Franklin 4870, Canal 5200, Lackawanna 3600, Canal 7000, Walker 6000, Pennsylvania 3930.  
**CHICAGO**—Wabash 4314, Monroe 5021, Wabash 2161, Wabash 3000, Randolph 1280, Haymarket 3804.  
**SAN FRANCISCO**—Park 9500, Sutter 4900, Garfield 4120, Sutter 7301, Sutter 6546, Garfield 3940.

Distributors in 100 Cities

## Seek Greater Sales Power in Industrial Advertising

**A** BETTER tie-up between the sales and advertising activities of industrial concerns might be called the theme of the recent convention of the National Industrial Advertisers' Association, held October 13-14 at Chicago.

The industrial advertisers seem to have sensed to a high degree the necessity for a close dovetailing of all sales and advertising plans, and are wasting little time, in their conventions, with the mere technicalities of advertising, which have long ago been mastered by the average advertising man. What they are interested in is advertising that sells—and advertising that can be definitely pointed to as a genuine sales-aid.

Julius S. Holl of the Link-Belt Company of Chicago, explained his own and the association's attitude toward the advertising manager when he said, "I feel that the advertising manager's job is so important that he ought to so equip himself that he will have an equal standing with the sales manager and the officers of his company. My pleas to industry is," he continued, "simply this: teach the advertising man your business, make him an assistant to the president if you will; confide in him so that he can correctly reflect your ideals to the market. The influence he wields will well repay your effort."

### Getting Copy from the Field

George Crain, Jr., publisher of "Class," told of some experiences in finding copy angles by going out into the field and finding out who reads industrial advertising and who is most likely to be influenced by it. Mr. Crain urged advertising men to go out into the field and familiarize themselves with the uses of their products and then write their advertising on the "case system," instead of depending upon second-hand ideas for advertising copy and appeals. He showed how, in a large organization, that many men may be influenced to buy, even though they have nothing to do with the purchasing department. "The advertising may not reach the purchasing agent at all, but as I

found, this same advertising may reach an officer or an operating executive who will see that the purchasing agent buys," said Mr. Crain.

Malcolm Muir of the McGraw-Hill organization gave some interesting impressions of the big London convention.

One of the sprightliest addresses of the entire convention was the talk of E. St. Elmo Lewis. Mr. Lewis characterized the man who has the final "yes" or "no" to say, as the "big blue pencil." He kept the audience interested and amused with many incidents out of his experience in selling presidents, boards of directors, and technical men on various advertising ideas.

### Thomson Condemns Special Issues

Phillip L. Thomson, publicity manager of the Western Electric Company, denounced the business paper that expects the support of advertisers when it has no real mission in industry; he also condemned the too frequent special issues, particularly the special issue based upon the completion of a large building or engineering project, in which all manufacturers furnishing materials are expected to advertise or lose the good will of the contractors.

J. R. Hopkins, of the Chicago Belting Company, handled the subject of checking results and buying the most effective media. He brought out many pertinent questions regarding the necessity for knowing the real field that a paper covers. After his address a resolution was adopted calling for a revision of A. B. C. methods in classifying occupations of subscribers to A. B. C. papers.

Prize awards were made for the best business paper campaign, best individual advertisement, best institutional advertising and best piece of direct mail advertising.

Julius S. Holl was elected president; Bennett Chapple, vice president, and J. R. Hopkins, secretary and treasurer. It was decided to hold the next meeting at Houston, Texas, during the convention of the A. A. C. of W.



# How Phillips-Jones Got Around the Hand-to-Mouth Epidemic

(Continued from page 1707)

value is found by using the shirt value and collar dozen multiplied by \$4.25. The aggregate of these two items must be inserted in the sales value space and the salesman signs the report in the space provided for.

The salesman's route control record (shown in sequence 4A, page 1706) represents a part of this flexible system and gives an absolute control as to whether the salesman is following the plans and instructions as laid out to him. The salesman's route control is filed in a binder by salesmen. The type of product the salesman carries is checked and from the quota sheet, the towns are listed in alphabetical order, allowing sufficient space for the accounts in each town regardless whether they had been sold or not. These accounts are also listed in alphabetical order under each town, allowing sufficient space for new accounts that go into business. The address of each account, the buyer's name, which had been ascertained through investigation, and also the rating of the account, and whether the customer is a men's furnishing store, clothing store or a department store, etc.

## Determining Potential Business

Each town having its quota, a study is made of the potential value of each account in a town and the quota for this town is prorated over the customers (sold and potential) in this particular town.

From the work sheet, a record as to the frequency of coverage is ascertained and noted in the coverage column; once a month, twice a month, or three times a month, as the case may be.

Across the top of this sheet in chronological order, are listed the weeks of the year. Each account on this form has a place provided for the collar and shirt bookings of the salesman. You will note on sequence 4A and 4B, page 1706, a small circle with an "X" in the middle. This represents the week that that account must be covered. On this particular form, it represents a coverage of twice a month. However, if it was three times a

month, this circle with the "X" would be placed in the proper date column. On sequence 4B, space had been provided to check the styles carried by the customer, and also to report the date that particular advertising had been left.

As the daily reports are submitted by the salesman, the records which he reports are posted to the salesman's route control. The principle of the salesman's daily report is similar to the salesman's route control, and, therefore, space is provided on the salesman's route control to post the facts as reported on the salesman's daily report.

The sales manager or sales executive can very easily discover whether a salesman is covering his territory in the sequence which had been laid out for him.

## How Reports are Used

Momentarily, you may feel that there is a temptation for the salesman to submit erroneous and false records to the general sales department. It is true—this may happen. However, when the sales manager analyzes, he can detect any such procedures. In studying the salesman's route control, he can tell very readily just how much business a salesman is booking himself. He can also ascertain the accounts that are not being sold, and if so, why they are not being sold. These accounts can then be taken and special men or special efforts can be solicited to sell these accounts.

It may be after a certain number of solicitations, it is best not to call on the particular account, since the sales effort and expense would offset any profits that may be derived from this account. If several of the accounts or towns have nothing reported in the space covering a week in which this account should have been solicited, this is called to the attention of the salesman and an explanation must be made as to why this account had not been covered in that particular week.

If an account we had already sold is not giving us a sufficient volume of business, the reason for this may

be that the account had not purchased a representative line or sufficient styles of the product, and, therefore, space is provided under "styles features" to show just which styles each customer features. Under this caption, you can also note which styles had been discontinued by the different accounts.

In many lines of business, the success of the distribution of the product is dependent upon the service rendered to the customer; that is, in this particular industry, dealer helps are necessary to move collars. For this reason, space is provided under the caption "advertising delivered," and from the salesman's daily report is posted each day next to the account under "advertising delivered" the date that a particular piece of advertising had been left. And by these dates the regional manager is able to check up on the salesman as to just when and how often and whether it is advisable again to leave some dealer helps and advertising with a customer.

The propagation of the system of field control of salesmen and their activities, as outlined in this article, tends to place the phase of selling on a par with scientific factory management, since the elements involved in factory operation or sales operation are the same basically.

Pacific Coast and Intermountain newspaper advertising executives will meet in San Francisco November 20 under the auspices of the Pacific Coast division of the American Newspaper Publishers' Association.

Among the speakers for the meetings are: Ramsey Oppenheim, editor, "Western Advertising," "The Development of Pacific Coast Advertising"; John J. Cuddy, director of advertising, Standard Oil Company of California, "What Should the Western Advertiser Expect from the Western Newspaper?"; Dr. B. M. Rastall, manager, Californians, Inc., "The Newspaper as a Community Builder," and Thomas L. Emory, Pacific Coast manager, Bureau of Advertising, "Developing More Newspaper Advertising."



## The Retail Center of Chicago's North Shore

Surrounding the beautiful Hotel Sheridan Plaza is the rich retail district of Uptown Chicago. At this most favored hotel the business traveler enjoys exceptional advantages of location and accommodation—and easy access to all Chicago. Moderate rates in restaurant and Narcissus Grill cafeteria. Eighteen minutes from downtown. Elevated, surface cars, motor busses.

Every room has private bath. \$3 a day and up

## Hotel Sheridan-Plaza

CHICAGO

Sheridan Road at Wilson Avenue



## Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company  
Established 1857  
1102 S. Wabash Ave. CHICAGO 705 Peoples Gas Bldg.

# WIGGINS

Peerless Book Form CARDS



*Example of the World's Worst Salesmanship:* William Larney, chairman of the board of directors of the Mogul Checker Taxi Company, operating more than a thousand cabs in New York City, made the public statement the other day that "80 per cent of the taxi chauffeurs of this city are either drunkards, drug addicts or sneak thieves." He made no exception of his own employees.

$\frac{1}{2}$  &  $\frac{1}{2}$

*The Salesman Isn't the Only One Working the Territory:* Several readers report that they are now splitting up major advertising expenditures, such as magazine, newspaper and billboard space, and follow-up work and window displays mailed directly to customers—by salesmen's territories. The men receive a report each month showing the amounts spent in their territories. Harry Wellman, who divides his time teaching at Dartmouth and acting as consultant for large sales organizations, tells me that the method has never failed to be effective in companies he has served. It proves conclusively that the salesman isn't the only one working the territory—and that the total costs of covering the territory have to be met before a profit can be shown.

$\frac{1}{2}$  &  $\frac{1}{2}$

*Barking At An Old Hole:* While Henry Ward Beecher was out walking one day his dog flushed a woodchuck which promptly darted into a hole in the fence. Beecher said that after that, whenever they passed that way, the dog would bark furiously at the hole, although the woodchuck had long gone elsewhere. I do not know that we have much right to laugh at this incident. Beecher's dog was indulging in a very human habit. Half the history of mankind is a record of how men have wasted their lives barking at abandoned holes. And we moderns have not outgrown the habit.—From *Century Magazine*.

$\frac{1}{2}$  &  $\frac{1}{2}$

*What Is An Inquiry Worth?* The fact that nearly every one is now interested in direct mail selling makes the value of inquiries harder than ever to determine. Hardly a day passes that I do not meet some man who says that he replies to nearly every advertisement he comes across—"Just to get their follow-up stuff and see if I can't find some ideas in them for my own circulars and letters." That the woods are full of these inquiry hounds is a well known fact, and yet most of us go blithely on, thinking we are checking the effectiveness of our advertising by keeping a count of the replies we get. A man who used to be on *Leslie's Weekly* when it had a circulation of 400,000, tried his best to get advertising from an automobile manufacturer who used *Harper's Weekly*, with only 40,000 subscribers, in preference to *Leslie's*. The advertiser finally said, "We have found that

regardless of inquiries, we get more sales from an advertisement in *Harper's* than from one in *Leslie's*." Logic tells us that the only way to measure advertising is by the sales it makes—but it pleases our vanity, if we happen to write the copy or originate the idea, to see a flock of inquiries.

$\frac{1}{2}$  &  $\frac{1}{2}$

*The Spider's Mission:* Mark Twain, when editor of a small town paper, received a letter from a superstitious subscriber, saying he had found a spider in his paper and asking whether that was a sign of good luck or bad. The humorist printed the following answer:

"Finding a spider in your paper was neither good luck nor bad luck for you. The spider was merely looking over the paper to see which merchant is not advertising so he can go to that store, spin his web across the door and lead a life of undisturbed peace ever afterward."—*World's Work*.

$\frac{1}{2}$  &  $\frac{1}{2}$

Samson, according to the *Charleston Gazette*, had the right idea about advertising. He took two columns and brought down the house.

$\frac{1}{2}$  &  $\frac{1}{2}$

Rogers Peet Company take less than two columns usually, but they've been keeping steadily at it since 1874. This fall they prepared a scrap book of their fifty years of advertising which makes interesting reading. Aside from the illustrations (of men with walrus-mustaches, stove pipe hats and absurdly small feet) the advertisements changed very little. You can always recognize a Rogers Peet announcement by its distinctive typography and illustrations, yet the story is always fresh. Visitors to New York are familiar with their ads in the theater programs—a different one for every production playing in the city—and admire the ingenuity of the man who twists the Rogers Peet story around to make it tie in with the name of the play. Of Abie's Irish Rose he says "Abie's Irish rose when his expensive tailor failed to deliver his suit on time! Too bad he didn't know about the 'five corners,'" etc. They will gladly send you a copy of their scrap book.

$\frac{1}{2}$  &  $\frac{1}{2}$

*Goodyear or Goodrich?* Advertisers who make sure that the name is played up strong assure themselves of some good from their advertising, even if the copy is poor. A captive balloon outside the Polo Grounds on one of the World's Series days attracted a lot of attention from the spectators filing out. It was a reproduction of a balloon tire, beautifully colored and in a perfect setting against a cloudless sky. But what tire? The letters weren't large enough. People could make out "G-o-o-d"—but the other letters were indistinct.







# Two 1925 Sales Makers

*Data Books for Salesmen (128 pages)*

*Page-a-Day Books for Salesmen (384 pages)*

HERE are two Dartnell vest pocket books that make an ideal gift for salesmen, agents, dealers, customers, friends. Any one who sells will appreciate them. They combine practical usefulness with a permanent reminder of your interest in a salesman's daily welfare. They serve as a mark of appreciation for work well done and a token of encouragement for greater accomplishment next year. You not only solve the Christmas gift problem, but you will get your money back many times over during 1925, if you send your salesmen one of these books with your Christmas letter.

## Dartnell Salesman's Data Book for 1925

The Dartnell Salesman's Data Book is welcomed by thousands of salesmen. It has become an institution in hundreds of sales organizations. Salesmen carry it every day in the year. They make use of its practical business getting suggestions; they find it invaluable for keeping records of personal sales, expenses, and income.

128 Pages—  
Vest Pocket Size  
Molloy Art Covers



The 1925 Data Book is better than ever. Many new features have been added and the old favorites retained. Molloy Art Covers make it durable and attractive. It fits easily and handily into the vest pocket. The practical information it contains insures its being carried and used.

The section, "If I Were a Salesman Again," by the president of a large national selling organization, is more than worth the cost of the book. No salesman can read it without increasing his value to himself and to the firm he represents. The space for recording call-backs has been enlarged and extended. Provision has been made for a monthly comparison of 1924 and 1925 sales and expense. Other new features.

### At the Price You Want to Pay

**DATA BOOKS:** The price of the Salesman's Data Book, described on this page, is \$1.00 a copy; \$10.50 a dozen; \$75.00 a hundred; \$300 for five hundred.

**PAGE-A-DAY BOOKS:** These 384-page books, described on the next page, are bound in genuine leather with gold edges. The price is \$1.75 a copy; \$18.00 a dozen; \$125 a hundred; larger quantities at reduced rates.

Stamping individual names in gold on covers of either book, 25c each.

## DARTNELL

1801 Leland Avenue, Chicago

27 Wellington, S. E. Toronto

# The *New* 1925 Page-a-Day Books for Salesmen

**W**ILL be especially appreciated by salesmen who make frequent calls on prospects. 384 pages, 2½ x 4½ inches in size, bound in genuine leather. A page for every day in the year with an inspiring slogan in red at the top of each page (illustrated in the panel to the right). A much bigger, finer book in every respect. Its popularity bids fair to rival the well-established Data Book.

Insurance companies, automobile dealers, investment houses, etc., will find the "Page-a-Day" book an ideal and practical remembrance for their salesmen, agents and solicitors.

## A Daily Prod in the Ribs

The salesman who starts the day right, with an inspiring slogan to cheer him on to greater sales accomplishment and with his day's work all planned in advance, will overlook few opportunities. Ambitious salesmen will strive to make each page record an improvement. Sales will increase.

The Dartnell Page-a-Day book contains other features to help a salesman in his daily work. In addition to the 365 ruled and dated pages, with appropriate slogans for every day in the year, charts for calculating interest; for figuring discounts; for analyzing a sale; for figuring the selling price of an article, etc., are included.

## Special Letterheads for Xmas Letters

The internationally famous artist, Chenoweth, has painted a most unusual picture for the Dartnell Christmas and New Years letter-head. This picture, which we have reproduced in four colors, on deckle edge, 8½x11 bond paper, is entitled "The Good Provider." It pictures the return home of a salesman on Christmas Eve. It will touch the heart of every salesman who sees it. These letter-heads, ready for typing your holiday greetings, may be obtained at 7c each in lots of less than 100; 100, 6c; 250, \$12.50; 500, \$20.00; 1,000, \$30.00.

## *Publishers*

19 West 44th Street, New York  
150 Southamption Row, London

*Specimen Pages from the New Dartnell  
"Page-a-Day" Book for Salesmen*

[illegible]

**DARTNELL, 1801 LELAND AVE., CHICAGO.**

*Please send us:*

.....*Salesman's Data Books* (128 pages).

.....Salesman's "Page-a-Day" Books (384 pages).

(Attach list of names, if books are to be stamped.)

Firm.....

*Individual*.....

Address.....

## A Sales Manager that Can Produce

The sales manager of one of the largest general merchandise jobbing houses in the middle west desires to make a change.

He is looking for a bigger opportunity as sales manager for a growing concern with the particular problem of getting distribution through general and department stores. He is thoroughly familiar with all forms of merchandising and advertising.

Can furnish absolute proof of an unusually successful record as a salesman and as a sales executive. Could remain with present employer indefinitely. No rush to make the change, but would like an opportunity to prove what he has done and what he can do.

Address Box 1173

**"SALES MANAGEMENT"**  
1801 Leland Ave., Chicago

## EARL B. SHIELDS

### Advertising

IN consideration of the monthly retainer fee which most of our clients pay us for the handling of their direct advertising, we do not follow the usual agency practice of adding a 15 per cent charge for the supervision of art work, engraving, printing and other mechanical work, but re-bill those items at the net cost to us. In many instances that saving amounts to more than the retainer fee.

1623 HARRIS TRUST BLDG.  
CHICAGO

## Increase Your Business

Consult

**—WRIGHT SERVICE—**

2642 East 22nd Street

BROOKLYN, N. Y.

## For MOTOR & ENGINEERING ADVERTISING IN ENGLAND consult

The HERITAGE PETERS  
ADVERTISING SERVICE LTD.,  
COVENTRY, ENGLAND.

Bound Volume VI

## Sales Management

Now Ready!

**\$6.00**

# Nichols Says Time Is Ripe for Bigger Trade With Mexico

**A**N optimistic view of the Mexican field for American exporters was taken by W. W. Nichols of the Allis-Chalmers Manufacturing Company, in an address made at the annual convention of the American Manufacturers' Export Association held in New York City. Mr. Nichols discussed the visit to Mexico in September of the commercial mission consisting of sixty-seven business men.

"Mexico commercially is honest," he said, "and Mexican integrity is sound. When American business men met Mexican business men face to face, we came away with a greater feeling of confidence that the time is ripe for developing a larger trade with Mexico. The tendency on the part of some Americans to criticize and stay out of Mexico is due primarily to ignorance of conditions there. When this country of ours, with 90 per cent of its citizens classed as educated and only 10 per cent illiterate, has failed in so many ways to eliminate conditions which are not altogether admirable in our life, it ill behooves us to criticize the earnest efforts of a neighbor nation which labors under the handicap of

only 10 per cent of educated citizens, and 90 per cent illiterate. A sympathetic understanding of Mexico's problems by the United States will result in increased trade between the two nations."

World trade conditions were discussed by Willis H. Booth, vice president of the Guaranty Trust Company and president of the International Chamber of Commerce. General improvement of international business, hinging upon the rehabilitation of Europe, depends largely upon three main factors—the immediate settlement of the amount Germany must pay in reparations, the allocation of amounts among the creditor nations, and the transferring of debts from the debtor to the creditor country without destroying the economic stabilization. Increasing exports from Germany should not be looked upon with disfavor by American business men, and in all probability will not have a disadvantageous influence on American trade in foreign fields, he said. For Germany must come back economically, and in order to do that, she must export a greater volume of goods than before the war.

## How Much Can We Sell Next Year?

(Continued from page 1704)

We do not extend exclusive rights to any jobbers. Knowing what a territory should produce, we cannot afford to let a jobber hold a territory unless his sales amount to what we know they should.

I am thoroughly convinced that there are two activities in this industry which should never be curtailed—that is advertising and development work. In times when business is supposed to be dull, we need advertising more than ever. But more than that—advertising in dull times has a better chance to get attention than when everybody else is advertising.

Our advertising appropriations and schedules are based on our sales quota, giving us a definite plan to follow, but are continually revising and changed because of certain temporary conditions which are so often

allowed to interfere with advertising in some businesses.

We feel that our plan of getting the facts has played a big part in the healthy growth of our business. We are convinced that without our plan of determining in advance what we can sell, that our business this year would have shown a big loss, because 1924 sales in many other companies in this industry have been considerably below 1923 sales.

Because we set a mark which called for a healthy increase in sales, we were able to hold up sales to the 1923 record, in spite of warnings that we would show a loss this year. I feel that our quota plan was largely responsible for this, because instead of expecting and preparing for a loss, we expected improvement. And we got it.



## PROVE IT! SHOW HIM THE LETTERS

SALES arguments of sincere salesmen are often taken with "a grain of salt."

**HARD-SHELL PROSPECTS DEMAND PROOF**  
You could provide it by making use of the testimonial letters and orders which you receive from satisfied customers.

**PUT POWER BEHIND YOUR TESTIMONIALS**

If actual copies of the letters were placed in your salesmen's hands you would provide them with a valuable tool to use in their sales work.

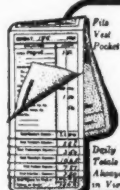
Write for Samples and Prices

**AJAX PHOTO PRINT CO.**  
35 W. Adams St. Chicago, Ill.

## \$22,000 from a Letter!

\$22,896.20 worth of merchandise sold with a single one-page "form" letter at a total cost of \$136.05. Send 25c for a copy of "Postage Magazine," and an actual copy of this letter will be sent gratis. If you sell, you need "Postage," which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers chock full of usable, cashable ideas.

POSTAGE, 18 E. 18 St., New York



### Handy Expense Books for Traveling Men

Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free.  
100 for \$3.00 500 for \$13.75 1000 for \$25.00  
**GARRETT & MASSIE, Inc., Publishers**  
P. O. Box 1837-D Richmond, Virginia

### The Tie-up

for NATIONAL ADVERTISERS ONLY!  
Free Leaflet Tells How  
**STANDARD SLIDE Corp.** 209 W. 48th St. NEW YORK CITY

Lithographed and printed cloth, folded edge fiber, paraffine cardboard, paper and metal signs in colors that stand outdoor exposure. Die-cut shapes, cutouts and paper displays for interior work. Road and field signs printed with genuine paint on metal and mounted in good substantial wood frames, made with special lock corners, any size.

The Massillon-Cleveland-Akron Sign Co.  
Dept. D Massillon, Ohio

**PHOTOGRAPHS** that will save the cost of expensive art work—that will improve your salesmen's portfolios—that will tell your story in a better, clearer way.

Let me quote on your next order

**LEWIS F. NATHAN CO.**

101 W. 42nd St., New York Phone Bryant 7736

**MEN** Wm. L. Fletcher Inc., can put you in touch with THE RIGHT MAN for any worth while job  
93 Federal St. Boston, Mass.

## Tips

How times do change! Not many years ago business firms everywhere were almost afraid to tell the facts about their sales methods to their own salesmen lest these facts reach the ears of competitors who were supposed to be waiting around the corner for the first opportunity to "steal their thunder." And now, here is the Corona Type-writer Company offering to send free to any executive a 48 page booklet giving the most intimate information possible about their merchandising and advertising plans! The title of the book is, "Marketing a Specialty." It was written as a contribution to the study of advertising by the "case" system in universities and colleges. We do not know how big an edition of this book was printed, but to be on the safe side, any executive interested in advertising and selling a specialty had better make an early request to Gordon Lawrence, sales promotion manager, at Groton, N. Y., for a copy. If the quality of the book is any indication, the supply won't last long.

Sales managers who are staying awake nights wrestling with the problem of setting new sales quotas for 1925 will take this "tip" to write Robert Cade Wilson, advertising director, *McCall's Magazine*, for a free copy of a new booklet they have just issued which gives the total number of families, by counties, for every state in the Union; by cities and towns over 1,000 population; by principal population groups, etc. Advertising managers will find these statistics helpful too, in deciding upon advertising media. The title is, the "Blue Book of Circulation," and the address is 232 W. 37th Street, New York City.

"A good place to live is a good place to sell." Where people talk "United States," live in their own homes, and drive their own automobiles, is a mighty good market. The city of Indianapolis has a population of more than 350,000, of which better than 94 per cent speak English, according to "What About Indiana," a new advertising book being issued by the *Indianapolis Star*. One out of every six citizens in Indianapolis owns an automobile—almost one for every family. As an example of fine printing and careful preparation, if for no other reason, this book is worth sending for. Make your request to Paul J. Morgan, advertising promotion department, the *Indianapolis Star*, and don't forget to mention this "tip."

One hundred, thirty-nine million dollars gone up in smoke! That's the amount spent each year for cigars, cigarettes and tobacco by the men and boys, women and girls who live in Metropolitan New York, according to the *New York Sun*. Some bon-fire! ("Bon" means good, you know!) For New York smokes the best to be had. "Selling Cigars, Cigarettes and Tobacco in The World's Greatest Market" is one of a series of folders published by the *Sun*. Others in the series are "Selling Automobiles in New York City," "Selling Shoes in New York," and "Selling Men's Wear in The World's Greatest Market." The manager of research department, the *Sun*, will send you a copy.



### Sales Managers!

Liven up your sales contests and bulletins with original cartoons. If you have an idea we'll work it out; if you haven't, we'll supply one.

We specialize in convention cartoons.  
Send for proof sheets

We Draw Cartoons to Order

### Business Cartoon Service

Lew Merrell 35 S. Dearborn St. Chicago

## Mailing Lists

We are prepared to furnish you mailing lists of every classification all July, 1924, guaranteed 98%. Ask for our General Price List showing 4,000 classifications and 52 page Red Book itemizing them by states. Very valuable information and costs you nothing.

**A. F. WILLIAMS, Mgr.**

166f West Adams Street, Chicago  
Established 1880 Phone Franklin 1182



LOOSE LEAF CATALOG



### Fits Right in Your Book

Goodbye flying catalog and price sheets. Carry the Gail Paper Punch right along in your ring binder, or carry one of the detachable punches on your key ring. You need one. If your dealer can't supply you, send \$1.25 and we will ship postpaid one rule and three nickel plated punches.

\$1.25  
from your dealer

Gail Manufacturing Co.

1507 MUNSEY BLDG. BALTIMORE, MD.

## TESTIMONIALS

Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates

Send for Samples

Best prices—Quickest service

**Commerce Photo-Print Corporation**  
80 Maiden Lane New York City

### Sales and Advertising Managers

At times you are too busy with duties that can't wait, and you find it out of the question to stop to study and stew over letter copy just when you most need a well-turned, close-fitting sales message to wake up your dormant prospects. Turn the job over to Jed—he will follow your cue and shoot straight at the mark you set up. Request evidence. JED SCARBORO, 557a Halsey St., Brooklyn, N. Y.

### "MAILING LISTS"

Accurate—Guaranteed—Reliable—of every possible kind of business and individual throughout the country. Standard charge \$4.50 per thousand names and each list compiled to meet the individual needs of our clients. Information and catalog without charge.

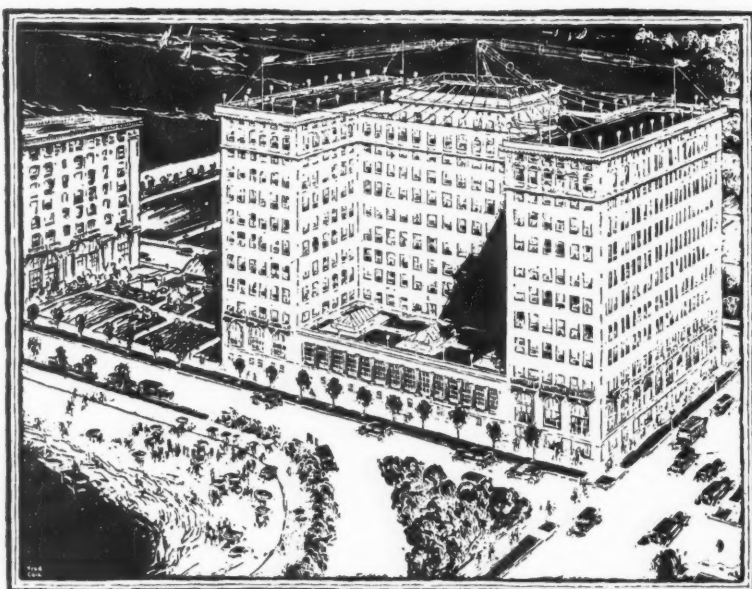
**THE BLUE BIRD SERVICE**

107 East Pleasant Dept. DP Baltimore, Md.

# The DRAKE

Lake Shore Drive and Upper Michigan Avenue  
CHICAGO

*On Lake Michigan—A Few Minutes from  
the Business Center*



CHICAGO'S WONDERFUL HOTEL

**Y**OUR thought of Chicago as a convention city will naturally include consideration of THE DRAKE as headquarters, if the experience of those who know of its unequalled advantages is any criterion. Here are offered facilities never heretofore available in Chicago, particularly from the standpoint of assembling and controlling a maximum attendance.

Meetings at THE DRAKE are away from the noise and confusion of the "loop" district, yet every guest is within a few minutes' walk of the very center of the city's activities.



## Send For This Helpful Book

Of Value to Executives  
Planning Conventions,  
Salesmen's Conferences, etc.

Whether you are immediately planning a convention or looking forward to one in the future, you will find the facts presented in this book most interesting. It answers your questions as to what type of service—what accommodation—what sort of cooperation make for complete success of a group gathering, regardless of size.

Ask for Edition "M."

## News of the Road

The new Union Station in Chicago, costing seventy-five million dollars, is rapidly being completed, and has been promised as a Christmas present to the city. The terminal is to be used by the Pennsylvania, which owns half the stock; the Chicago, Burlington and Quincy, and the Chicago, Milwaukee and St. Paul, which share equally in the balance, and the Chicago and Alton, which is a tenant. Above the Union Station property will tower an eight story structure containing waiting rooms and ticket offices, with stores and every possible facility for the convenience of the traveler. Facing this building is the train shed with a fifteen acre roof of glass.

"Andrew Jackson" is to be the name of the new million and a half dollar hotel in Nashville, Tennessee. The building is to be twelve stories and will contain 360 rooms, each with private bath. Provision has also been made for twenty extra large sample rooms. There will be a popular priced restaurant, a tea room, private dining rooms, a large banquet hall for conventions and a large ball room. The location of the "Andrew Jackson" is very central, being directly across from the new Memorial Building, and facing Memorial Park.

The Southern Pacific is the latest railroad to announce a new limited train for their lines. Daily, after November 1, the Sunset Limited will leave Chicago for California and will feature among other things a club car with barber shop, shower bath and valet service, an observation car with ladies' lounge, maid and manicure service, and oil-burning locomotives which will banish smoke, soot and dust.

Atlanta, Georgia, is another prominent city which is boasting of an excellent new hotel, The Robert Fulton. It ranks with the best in the country and is "one of the most beautiful and modern in the South." Every one of the 300 rooms has private bath, servitors, circulating ice water, ceiling fan and desk phones. A most complete cafeteria is a feature of this new hotel.

Three railroads last month cut the running time of their crack trains between Chicago and St. Louis to six and one-half hours. The Wabash, Illinois Central, and Chicago and Alton were the ones to take ninety minutes from the schedule.

Sales executives will soon find a new hotel in practically every city in the United States. Work is progressing rapidly on the Royal Palms in Detroit, owned by T. W. Tuller of the Hotel Tuller. This will add 160 rooms to this city's hospitality. A fourteen story hotel has been started in Hartford, Connecticut, and plans have been approved for a new hostelry in Easton, Penn.

Good news for the sales manager and his salesmen who travel in Virginia! Last month an order removing the 50 per cent Pullman and parlor car surcharge on intrastate travel in Virginia was issued by the state corporation commission at Richmond.



Write for a Sample of the New

# Dartnell Better Letters Bulletin

*It will help you to get a selling "slant" to your company's general correspondence*

**H**OW much do you think your company pays for words and phrases in letters *which do not mean anything*? Phrases like these are dictated *while the correspondent is trying to think of something to say*. They have never sold a dollar's worth of goods nor collected a bad account since the first business letter was written.

Twenty-five *useless* words can be eliminated from the average business letter. Multiply twenty-five by the number of letters your firm sends out each day. From this you can figure the cost of useless words to your company.

But the cost of dictating and transcribing meaningless words is not the only cost. Useless verbiage detracts from the *force* of a business letter. A weak and vacillating letter is like a "limp" handshake—it leaves a bad impression.

## *A New "Feature" in Dartnell Service*

Believing that business firms everywhere are interested in improving the standard of all the letters going out on their letter-heads, The Dartnell Corporation has just added a new letter-betterment feature to the Dartnell Sales Service.

This new feature is now being issued every two weeks, and is going out over the signature of Cameron McPherson, author of "Hundred Point Sales Letters" and other books on business correspondence. It is a four-page, three-color bulletin which subscribers are distributing to correspondents and typists.

Mr. McPherson is a firm believer in the principle of teaching by the *demonstration and criticism method*. Each issue of the "Better Letters Bulletin" takes up some fundamental of better letter writing, and demonstrates with actual letters how this principle should be put in practice. In this way, the faults of correspondents are corrected without the risk of offending by personal criticism.

Subscribers have expressed unanimous appreciation for the first few issues. Let us send you a sample copy and tell you how you can receive it regularly.

**Ask DARTNELL for a Sample Copy**

1801 Leland Avenue, CHICAGO



## What Kind of a Bulletin Will Salesmen Really Read?

(Continued from page 1730)

the company in weekly installments of the salesmen's bulletins. He was influenced to write this history by the fact that the men who knew the most about the company and who knew all of the officers were invariably the best salesmen, and the salesmen who gave him the least trouble.

One of the greatest faults of the hundreds of bulletins which have been reviewed by the writer is the tendency to talk down to salesmen. After reading many bulletins sent out by some of the biggest concerns in the country, one gets the idea that the writers of these bulletins look upon salesmen as a bunch of kindergarten students whose attention can be held by the telling of a bedtime story.

### Avoid Drab Seriousness

Of course, it is important that a bulletin should have a light touch, and that it should be human and interesting. A bulletin that is deadly serious and talks nothing but business is apt to be just as dull as the bulletin that is filled up with home-brewed sermons sandwiched between ancient jokes clipped from house organs.

One sales manager who has been very successful in writing bulletins to salesmen tells me that he makes it a point never to print anything in his bulletins unless he first tells the story to a salesman face to face. "Time and time again," he says, "I have written what I considered to be a gem of thought, but when the time came to give the same idea to a salesman in person I found that it was utterly foolish, impractical or positively trite."

When a sales manager is talking personally to one of his men, he does not indulge in a lot of platitudes. He does not try to recite poetry or deliver an oration on "the attributes of successful salesmanship." Then why print this material which sounds so foolish when spoken to a man sitting in a chair alongside of you? It only gives the salesman a ground for the old complaint that he doesn't pay any attention to "swivel chair bunk."

## Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

### EXECUTIVES WANTED

**DISTRICT MANAGERS—THE AVERAGE** sales manager will not be interested in the connections here offered, nor will the advertiser be interested in him. But if you are one of those rare men who have an actual capacity for making salesmen; if you have considerably more physical and mental energy than most possess; if you have a demonstrable record in large scale direct distribution, a \$10,000 per year opportunity exists for you here. Write fully, in confidence, to H. F. Baker, General Sales Manager, 319 W. VanBuren St., Chicago.

### BUSINESS SERVICE

**STOCK AND BOND ISSUES MARKETED.** Reorganizations, consolidations. We employ every successful method known in money raising. Lebrecht Co., Waco, Texas.

**WITHOUT RISKING A CENT YOU MAY GAIN A MILLION**—A basic selling idea and an estimate of the cost of getting definite results will be submitted to a limited number of well-rated concerns. Describe your business and state what you want to accomplish. Enclose copies of sales facts, ads, and literature you are using. You will be under no obligation. Let this service "sell" itself. Write today to the Lyon Advertising Agency, 606 Transportation Bldg., Chicago.

### FOR SALE

**THE WORLD'S LARGEST DOG KENNELS** offer for sale Oorang Airedale watch-dogs, automobile dogs, farm dogs, children's companions, hunters and retrievers. Also big-game hounds, coonhounds, foxhounds, rabbit-hounds and thoroughbred puppy stock. Satisfaction and safe delivery guaranteed to any point in the United States. Large illustrated descriptive catalog mailed free. Oorang Kennels, Box 875, La Rue, Ohio.

### POSITIONS WANTED

**ADVERTISING AND SALES PROMOTION** man. A good knowledge of printing, art work, etc., compiling catalogs, dealer helps, house organs, sales letters and all direct mail. Creative ideas and productive results. Excellent technical training especially in automobile and trucks. Age 32. Will go anywhere. Box 1170, SALES MANAGEMENT, 1801 Leland Ave., Chicago, Illinois.

### SALESMEN WANTED

**A HIGH-GRADE SALESMAN WANTED**—TO the man whose past selling record proves he is a business-getter, a famous manufacturer offers the opportunity of joining one of America's highest-earning sales forces. Specify age, religion, education and detailed sales experience. All replies kept confidential. Personal interview arranged later. Address Box 1171, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

**AGENTS, SALESMEN—MEN AND WOMEN**—Clarkirk Company, Ambank Bldg., Kansas City, have line of fast selling profitable house to house specialties. Write for details.

### SALES PROMOTION

**\$50 TO \$50,000 DAILY SALES DEVELOPED** during 26 years for clients by my direct-mail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720 developed in four years sales by mail of half million yearly. Ten years sales promotion manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

### ADVERTISING AGENCIES

**OUR METHOD GETS THE UTMOST RESULTS** from small advertising appropriations. \$15.00 obtains expert plan and resultful copy for newspaper, magazine (classified or display) or direct mail advertising. No charge when publication advertising is \$100. Martin Advertising Agency, 1401 Broadway, New York.

## A. A. A. A. Announces National Market Research Program

An extensive plan of marketing research and analysis was drafted at the annual convention of the American Association of Advertising Agencies, held October 16 and 17 in Chicago. The plan will touch upon problems common to all advertisers and agencies and will include such analyses as accessibility of markets, character of circulation, distribution of buying power, and methods for reaching markets. The circulation analysis will probably be the first factor in the program to be taken up.

This, together with the code of standards regarding advertising agency practice, was the outstanding feature of the convention.

The new program of market research will not duplicate the work of any other research organization, but will provide a qualitative analysis of circulation parallel to the quantitative information supplied through the Audit Bureau of Circulations. The investigations will be of a broad, general character, such

as no individual agency could afford to make individually.

Delegates to the Audit Bureau of Circulations meeting held in Chicago concurrently with the A. A. A. A. meeting, were entertained at luncheon by the agency representatives, and a joint dinner of the two conventions was held at the close of the sessions.

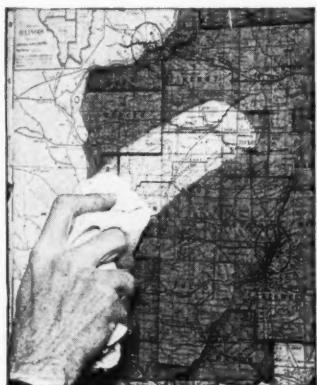
Herbert S. Gardner, president of the Gardner Advertising Company of St. Louis and New York, was elected president of the association for the coming year. Other officers elected were: Roy S. Durstine, vice president; Herbert S. Simpers, secretary; H. K. McCann, treasurer; Stanley Resor and Merle Sidener, members of the executive board. James W. Young will fill the executive board membership of H. S. Gardner.

The association announced the election of three new members: The Potts-Turnbull Company, Chicago; John Ring, Jr., St. Louis, Mo., and S. Roland Hall, Easton, Pa.



Namapco Map System in offices of Cleveland Tractor Co., Cleveland, Ohio

## The Information You Want — at the Time You Want It



Mark on Namapco Maps with crayon, ink, or water color. Change as often as desired by washing the surface with sponge or damp cloth.

**H**OW is business in this territory? How much of our kind of goods will that territory absorb? Are we getting our share of this total? How is our distribution in that territory?

These—and dozens of similar questions—are constantly coming up in every organization. They are questions that demand quick and intelligent answers. Guesses and estimates won't do, and long, tedious digging through files to find and assemble the information won't do, either.

A Namapco Map System will give you—at a glance—the answer to these questions. No guessing—no estimating—no hunting—no waiting—the information you want at the time you want it.

Namapco Map Systems are used daily in the sales departments of hundreds of the leading business organizations of the country, for

- checking salesmen's calls
- routing shipments economically
- revealing unworked territory
- cutting traveling expenses
- showing territorial boundaries, the location of distributors, dealers, etc.
- keeping in touch with dealers
- analyzing buying tendencies
- developing mail order sales
- locating new business
- following up inquiries, etc.

However large or small your territory may be, a Namapco Map System, designed especially for your business, will help you to work it more thoroughly, more effectively and more economically.

*Let us study your territory and your selling methods and make some definite recommendations. Without obligation, of course.*

### NATIONAL MAP COMPANY

111 N. Market St., CHICAGO

311 Murphy Bldg., INDIANAPOLIS

311 Broadway, NEW YORK

# "Namapco" Washable Maps

# Chicago Tribune Rates Can't Catch Up With Circulation

**A**N increase in Chicago Tribune advertising rates went into effect September 29, based on circulation gains already announced.

But more and more people buy The Tribune and advertisers will receive more and more for their dollars expended in this medium.

For instance, the statement made to the United States government for the six months ending September 30, 1924, shows:

Week days only, 608,130  
Sundays, 920,638

But September, the last of those six months, shows:

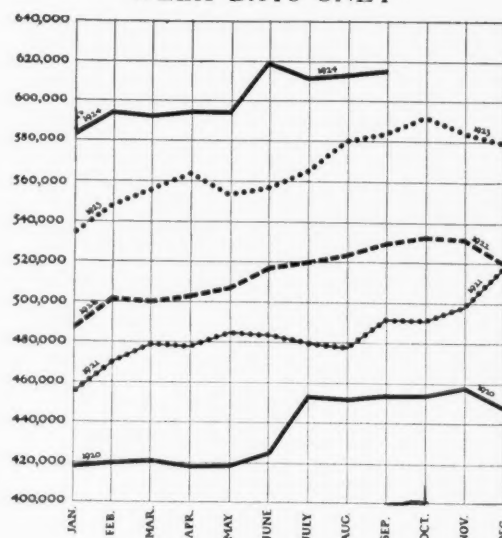
Week days only, 615,237  
Sundays, 952,398

In two years, September circulation of The Tribune increased 85,000 on week days and 144,000 on Sundays.

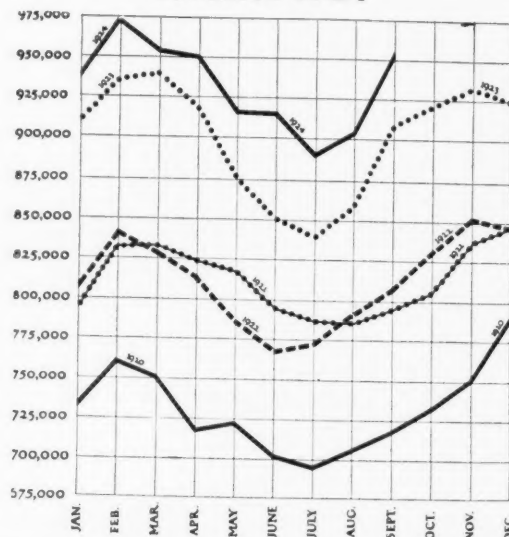
These charts picture Chicago Tribune circulation by months for the past five years. Note how each year achieves a higher level than its predecessor.

*These charts picture Chicago Tribune circulation by months for the past five years. Note how each year achieves a higher level than its predecessor.*

WEEK DAYS ONLY



SUNDAYS ONLY



# The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

512 Fifth Avenue  
NEW YORK

7 South Dearborn Street  
CHICAGO

406 Haas Building  
LOS ANGELES



